

The Indian Institute of Public Administration

# ELEVENTH ANNUAL REPORT

1964-65

*Presented to the Annual General  
Meeting on 30th October, 1965*



INDRAPRASTHA ESTATE  
RING ROAD  
NEW DELHI-1



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THE  
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
ELEVENTH ANNUAL REPORT  
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This Report covers the activities of the Institute during the year April 1964—March 1965. It also contains the audited statement of accounts and the annual balance sheet for the same period.

1. ORGANISATIONAL MATTERS

Shri Lal Bahadur Shastri was unanimously elected President of the Institute for the year 1964-65 at the Tenth Annual Meeting of the General Body held on the 23rd October, 1964.

In accordance with Rule 14(5) of the Rules of the Institute, biennial elections were held in July, 1964, to fill eight vacancies in the membership of the Executive Council, and the following were elected:

1. Shri H.M. Patel
2. Prof. D.G. Karve
3. Shri Gopeshwar Nath
4. Shri C.M. Trivedi
5. Shri D.S. Joshi
6. Prof. M.V. Mathur
7. Shri N.H. Attthreya
8. Shri Shantilal Kothari

The reconstituted Executive Council, at its fifty-ninth meeting held on the 23rd October, 1964, re-elected Dr. C.D. Deshmukh as its Chairman, and re-coopted Shri H.C. Mathur, Shri Dharam Vira and Shri L.P. Singh as its members for a further period of one year. It also co-opted Shri S. Bhoothalingam and Shri Tarlok Singh as members in the remaining two vacancies.

The Executive Council re-elected Pandit H.N. Kunzru, Shri Gurmukh Nihal Singh, Dr. G.S. Mahajani and Shri C. Subramaniam as Vice-Presidents for another term of two years, and also elected Mr. Justice P.B. Gajendragadkar in the fifth vacancy which occurred as a result of the election of Shri Lal Bahadur Shastri as President of the Institute. Shri Gulzarilal Nanda continues to hold office until the Annual-General Meeting in 1965. Shri S. Ranganathan was re-elected as Honorary Treasurer for a further term of two years.

The Executive Council held six meetings during the year.

The Executive Council appointed the following members to constitute the Standing Committee:

1. Dr. C.D. Deshmukh
2. Shri S. Bhoothalingam
3. Shri N.V. Gadgil
4. Shri D.S. Joshi
5. Shri H.C. Mathur
6. Prof. M.V. Mathur
7. Shri S. Ranganathan
8. Shri L.P. Singh

The Standing Committee held four meetings during the year.

In January, 1965, Dr. C.D. Deshmukh tendered his resignation from the chairmanship of the Executive

Council on grounds of health. The Council accepted the resignation with great regret, and unanimously elected Shri Asoka Mehta as its Chairman.

## MEMBERSHIP

During the year under review, two hundred and thirty eight members were admitted (Ordinary 186; Corporate 8; Associate 38; Life 6); seven Ordinary Members compounded their subscription for Life Membership; and twenty-eight Ordinary Members resigned. Three members whose names had been removed earlier for non-payment of subscription were re-admitted on payment of arrears.

Names of 316 Ordinary, and 2 Corporate Members were removed for non-payment of dues for nearly 5 years, after all efforts to persuade them to pay the arrears proved ineffective. A comparative table of total net membership as on 31st March, 1964, and 1965, is given below:

	<i>March 31, 1964</i>	<i>March 31, 1965</i>
Ordinary ..	1,817	1,655
Corporate ..	141	147
Life ..	81	94
Associate ..	259	297
	<hr/> 2,298 <hr/>	<hr/> 2,193 <hr/>

The number of ordinary members, who were in arrears as on the 1st April, 1965, was 925. Of these, 560 had not paid their subscriptions for two years and over.

## 2. ACTIVITIES OF THE INSTITUTE

### I. RESEARCH

At the request of the Punjab Government, the Institute has undertaken research studies on operational problems in

the State Administration, under the aegis of the Punjab Administrative Reforms Commission. The fields being covered include: organisation and staffing of the Punjab Civil Secretariat for policy making; programme planning and implementation; the changed role of the Deputy Commissioner; co-ordination of development programmes; attitudes of the citizens towards administration; and improvement of procedures generally. The Government of Punjab has sanctioned a grant of Rs. 54,000 to the Institute for this purpose.

The work on the monograph on the evolution and organisation of the Indian Audit and Accounts Department, which is being prepared by Shri M.S. Ramayyar, formerly Additional Deputy Comptroller and Auditor General, Government of India, and former Deputy Director of the Institute, is now in its concluding stage.

The second and revised edition of the "Organisation of the Government of India" is now under print.

Preliminary steps are being taken to undertake the detailed study of the organisation and functions of one of the Ministries of the Government of India, and its subordinate offices, as suggested by Shri Lal Bahadur Shastri in his presidential address at the last annual general body meeting of the Institute.

The members of the faculty of the Indian School of Public Administration were engaged during the year on the following research projects:

Prof. V. Jagannadham:

1. Survey of the existing pattern of Social Welfare Administration in the States/Union Territories and need for evolving a uniform pattern for adoption in the country

(Project undertaken on behalf of the Social Welfare Division, Ministry of Education, now Department of Social Security)—in progress.

2. Citizen and Administration (in collaboration with Dr. S. Eldersveld and Dr. A. P. Barnabas)—in progress.

Prof. A. Avasthi:

1. Revenue Inspections at the District Level—since published.
2. The Changing Role of the District Officer (Proceedings of a Conference—Edited)—since published.

Prof. J.N. Shrinagesh:

1. Vitality in Public Enterprises—in progress.

Dr. Jitendra Singh:

1. The Structure of Public Services in India—in progress.
2. Development Administration: An Attempt at Conceptual Clarity, with an annotated bibliography concerning India (brochure)—first draft ready.

Dr. A.P. Barnabas:

1. Caste in Changing India—since published.
2. Experience of Citizens in Getting Water Connections—since published.

3. Citizen and Administration (in collaboration with Dr. S. Eldersveld and Dr. V. Jagannadham)—in progress.

The Institute's research staff has also undertaken work on the following research projects during the course of the year:

1. Organisation of Management of Public Enterprises in India.
2. Financing in Public Sector Enterprises.
3. Urban Government in India.

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The Research Fellows/Research Scholars in the School were engaged on the following research studies:

1. Efficiency in the Public Enterprise Sector.
2. Public Utilities.
3. Administration of Juvenile Correctional Institutions.
4. The Administration for Training Programmes for Community Development in India.
5. The Role and Functions of Central Administrative Agencies in Agricultural Improvement.
6. Administration at the Block Level in Andhra Pradesh.
7. Administration at the Block Level in Bihar.
8. "Ombudsman".
9. A Study of Plan Formulation and Organisation at State Level with special reference to Rajasthan.

10. Personnel Management in Public Undertakings.

11. A Study of the Changes in the Indian Constitution since 1950.

The following Research Fellows who were working in the School, under the supervision of the Faculty members, have received their Ph.D. Degree from the universities with which they had registered themselves:

<i>Name</i>	<i>Subject for Ph.D.</i>
1. Shri B.N. Prasad	Indian Administrative Service.
2. Shri R.C. Prasad	Panchayats in Bihar.
3. Shri S.R. Maheshwari	Advisory Bodies in the Government of India.
4. Shri Haridwar Rai	The District Officer in Bihar.

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#### *Research Projects financed by the Ford Foundation*

It may be recalled that the Ford Foundation had in January, 1962 sanctioned a grant of \$700,000 to support the first two years of the Institute's five-year programme of training and research. It was supplementary to the grant of \$350,000 made to the Institute by the Foundation in 1954, to provide general support for a period of three years. With the support of the supplementary grant of \$ 700,000, the Institute had, with the concurrence of the Ford Foundation, undertaken several projects and programmes (they have already been mentioned in the previous Annual Reports). Though the supplementary grant was for a period of two years, some of the approved research projects and programmes were for more than two years, and it was expected that the term of the sanction would be extended, as it was done in

respect of the original grant, or the grant would be renewed for the balance of the amount not drawn. Out of \$700,000 sanctioned, a sum of \$200,000 was released in 1963, and a second instalment (as mentioned later) of \$97,500 was released in September, 1964.

Early in 1964, the Ford Foundation informed the Institute that the grant period had expired at the end of 1963, and there was uncertainty of releasing further instalments of the grant, or to renew the grant itself. The Director had several discussions with the Representative of the Ford Foundation, and he was able to persuade him to release the second instalment of \$97,500, mainly for meeting the expenditure on the Reflective Training Programme. In the course of subsequent negotiations, the Director got the understanding that though, at the moment, there was no possibility of getting a further grant for fresh schemes and expansion of the Institute activities, the Institute could expect the Ford Foundation to release the balance left (approximately \$400,000) from the previous grant. Accordingly, a formal request was made to the Ford Foundation for the release of the balance amount, or to sanction a fresh grant for an amount representing the balance not drawn out of the previous grant, to enable the Institute to complete and implement the research projects and programmes which had been approved by the Ford Foundation, and already started.

But at the beginning of 1965, the Ford Foundation informed the Institute that no further funds from the grant were available to continue projects started under the grant. The Foundation also advised that as the grant had expired, it was necessary to bring the various projects supported by the grant, in so far as they were dependent upon the funds from that grant, to as useful a conclusion as possible. The Foundation has, however, assured the Institute that the termination of the supplementary grant is in no way indicative of a lack of interest in the Institute, and that it was prepared to consider financial support for further programmes

for strengthening the training and research activities of the Institute. Negotiations for a fresh grant on the broad lines indicated by the Ford Foundation have been initiated. But in the meantime, the Institute has no alternative but to bring the various projects, supported by the previous grant, to as useful a conclusion as possible from the balance available out of the funds already released to the Institute.

The progress made on some of the important research projects and programmes undertaken with the assistance of the Ford Foundation supplementary grant, is mentioned below:

(i) *Study Project on India's Experience in Development Planning*

This 3-year project was taken up in November, 1963. The study envisages depth analysis of the planning organisation and process in India. The first phase of the project consists of the study of the organisation and functioning of the Planning Commission. As a part of this phase, a monograph entitled "Planning Commission: A Descriptive Account" was completed and published during the year. A study of the organisation and functioning of the Planning Commission in its actual working, especially in respect of the formulation of the Fourth Plan, was continued during the period under report.

(ii) *Project on the Administrative History of India (1834-1947)*

The projected work on the Administrative History of India, as reported earlier, is to be completed in two volumes, the first volume being on General Administration, and the second on Development Administration. If funds are available, a study of the post-Independence administrative developments may, in addition, be undertaken in a third volume, covering both general and development administration. The

preliminary draft of all chapters of the first volume is nearing completion.

(iii) *Basic Research on the Panchayati Raj—Community Development Programme*

This five-year project was started in December, 1962, to be completed in various phases, which are inter-dependent, and cover a number of States. In the first phase, which ended in 1963, the existing literature on the subject was reviewed and bibliography completed. The second phase commenced in 1964, and it was planned to take up the compilation and analysis of acts and rules relating to Panchayati Raj, preparation and testing of research tools, questionnaires, interviews, collection of data etc., in one district each of the States of U.P., Punjab, Rajasthan, Andhra Pradesh, Mysore and Madras. Pursuant to the communication received from the Ford Foundation that funds were not available for releasing further amount of the sanctioned grant, the programme had to be considerably curtailed. On the basis of information and data so far collected and analysed, a report is under preparation, which aims at giving as comprehensive a picture as possible of the result of the studies which have been completed, or are being processed, in regard to Panchayati Raj and Community Development programmes.

(iv) *Case Study Programme*

Of the four case studies planned for publication this year, the following have been completed:

- (i) "The abolition of posts of Divisional Commissioners in the old Central Provinces and Berar in 1948, and their re-creation in the new Madhya Pradesh in 1956."
- (ii) "The decision to set up pilot section as a basic work unit of the Central Secretariat."

The third case study which was on "Decision to introduce Farm Forestry" was dropped after examining the nature and scope of the subject matter of the proposed study, and on other relevant considerations.

The fourth case study on "The establishment of the Central Secretariat Services" could not be taken up until recently, when the records were made available.

It has been decided to take up eleven more case studies on various subjects, by different writers. The Committee on Case Studies is now working in close co-operation with the Department of Administrative Reforms in the Ministry of Home Affairs, for selection and writing of cases.

(v) *Depth Study of the Administration of Technical Assistance Programme in India*

It was mentioned in the last report that the question whether this project should be continued or not was under examination, and that the decision was partly dependent on the availability of a further grant from the Ford Foundation. As no further grant would be forthcoming, it has been decided to drop the project.

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*Research Projects financed by the Asia Foundation*

(i) *Evolution of the Constitution*

As mentioned in the last report, the scheme of the project is to bring out 5 volumes, one narrative, and four of documents.

The work of compiling, editing and annotating the four volumes of documents has been completed. Work on the narrative volume is nearing completion. Volumes I and II of the documents are already in the press. The entire work is expected to be ready for release early in 1966.

During the year, the Asia Foundation sanctioned a further grant of Rs. 30,000 for this project, raising the total grant to Rs. 92,000. The Government of India has also sanctioned a grant of Rs. 1,00,000, which supplements the assistance received from the Asia Foundation to bring out the 5 volumes.

## *(ii) Guide to Sources of Modern Indian History*

This is a three-year project, which was started in 1963. During the year under report, the residuary work of survey and listing of records in Gujarat and Uttar Pradesh, which had been started in the previous year, was completed. Examination of the archival sources of the States of Rajasthan, Madhya Pradesh, Andhra Pradesh, Kerala and Mysore was undertaken, and systematic lists of contents of the repositories in those States were prepared. The collections surveyed include those of the State archival repositories, secretariat record rooms, the Boards of Revenue and High Courts. The archives of the Universities of Allahabad and Aligarh have also been listed.

The examination of the archives in Madras State and Bihar was undertaken in April, 1965, and it is being continued in Madras. During this period, the survey of the holdings of the National Archives was also resumed, and the pre-1947 records of the six major departments of the Central Government have been examined and listed.

It is expected that the entire work of listing and survey of the archival collections in the country will be completed by June, 1966, and the "Guide" itself finally edited and completed by December, 1966.

## II. TEACHING

The sixth Annual Day of the Indian School of Public Administration was held on July 15, 1964. Shri Humayun

Kabir, Union Minister of Petroleum and Chemicals, delivered the convocation address and awarded the Master's Diploma in Public Administration to 24 candidates.

The seventh session (1964-65) of the Master's Diploma course in Public Administration commenced on July 15, 1964. In all, 33 candidates were admitted, but actually 32 joined the course. Among the candidates admitted were 8 University teachers (one each from the Universities of Punjab, Magadh, Gauhati, Madras, Bhagalpur and Agra, and two from the University of Marathawada), six officers deputed, by the Government of India, and six by the State Governments of Maharashtra (two officers), Bihar, Madhya Pradesh, Rajasthan, and Uttar Pradesh. After joining the course, four general students left the School, and the strength of the class at the end of the course was 28.

Out of a generous grant made available by the USAID, the School awarded eight senior scholarships to the university teachers attending the Course. The School gave six scholarships to general students of the Master's Diploma.

The School received two foreign scholars, one from the U.S.A., and the other from Japan. The scholar from U.S.A., Mr. Richard Hamilton of the Men's Graduate Centre, Duke University, Durham, North Carolina, came to India for a period of six months commencing from October, 1964 to complete his research studies for the Ph. D. Degree on "D.V.C." The Japanese scholar, Mr. Minrou Ouchi, from the Institute of Asian Economic Affairs, Tokyo, arrived in May, 1965, to make a study on "Government's Role in the Economic Development of India", for a period of two years. Both the scholars have been working under the direction of the faculty members.

In addition to the regular staff of the School, Shri J.M. Shrinagesh, I.C.S. (retd.), continued as Professor under the Ford Foundation Scheme. Dr. Edward V. Schten, Bureau

of Government, University of Wisconsin, U.S.A., joined the School as Visiting Professor from July 27 to September 1, 1964. He was primarily concerned with the development of the first phase of the Reflective Training Programme (1964-65) for District and other administrative officers deputed by the Central and State Governments. Prof. Donald C. Pelz, Programme Director, Survey Research Centre, University of Michigan, joined the School as Visiting Professor from September 10, 1964, as an Adviser in Research Methodology for a period of one year, in the first instance, under the Indo-USAID Government Operation FY-1964.

### *Distinguished Visitors to the Institute and the School*

Among the distinguished visitors to the Institute and the School during the year who addressed the staff and/or students, mention may be made of the following:

1. Sir Sydney Caine, Director, London School of Economics and Political Science.
2. Prof. Carl W. Tiller, Chief, Budget Methods, U.S. Bureau of Budget, U.S.A.
3. Shri S.G. Barve, Minister of Industries and Electricity, Maharashtra (now Member, Planning Commission).
4. Lord Lionel Robbins, London School of Economics and Political Science.
5. Prof. J. Gallagher, University of Oxford, U.K.
6. Dr. H. Arthur Steiner, California University, U.S.A.
7. Dr. A.H. Aronson, Public Administration Expert, U.S. State Department, U.S.A.
8. Prof. James MacGregor Burns, Professor of Political Science, Williams College, Williamstown, Massachusetts, U.S.A.

9. Dean Emeritus Emory Olson, School of Public Administration, University of Southern California, U.S.A.
10. Prof. Irving Swerdlow, Chairman of the Centre for Overseas Operations and Research, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, U.S.A.
11. Shri C.L. Handa, Member (Designs and Research), Central Water and Power Commission, Government of India.
12. Mr. Mallam Shehu Abubakar Daura, Education Secretary, Government of Nigeria.
13. Dr. Charles Zin, Law Revision Counsel of the U.S. House of Representatives, U.S.A.
14. H.E. Mr. Ram Goolam, Prime Minister of Mauritius, with some of his Cabinet colleagues.
15. Shri Ram Kishan, Chief Minister, Punjab.
16. Shri Arthur S. Lall, formerly India's Permanent Representative at the United Nations, now Professor at Cornell University, U.S.A.
17. Dr. Fred W. Riggs, Indiana University, U.S.A.
18. Prof. Edwin A. Bock, President, Inter-University Case Programme Inc., New York, U.S.A.
19. Dr. Vera Anstey, London School of Economics and Political Science.
20. Mr. Pierre Paul Schweitzer, Managing Director, International Monetary Fund.

### III. TRAINING

#### 1. TRAINING COURSES FOR MUNICIPAL EXECUTIVE OFFICERS

At the request of the Ministry of Health, Government of India, the School of Public Administration conducted two

short-term training courses, each of six weeks duration, for the Executive Officers of various municipal bodies in India.

The Advisory Committee for these courses consisted of Dr. J. N. Khosla, Shri R.R. Bahl, O.S.D., Oil and Natural Gas Commission, Shri Gyan Prakash, Joint Secretary, Ministry of Health, Government of India, and Prof. N. Srinivasan (who was Professor in charge of the courses).

The courses were intended to give the participants an insight into the theoretical and practical aspects of municipal administration in India and abroad, in the fields of municipal government, municipal finance, personnel training and management, development and allied problems.

The first course was inaugurated by Dr. Sushila Nayar, Union Minister for Health, and the concluding session was addressed by Bawa Bachittar Singh, the then Mayor of Delhi. The course was attended by 16 officers.

The second course was inaugurated by Shri P.S. Naskar, Deputy Minister for Health, Government of India, and the concluding session was addressed by Shri A.P. Jain, M.P. (now Governor, Kerala). The course was attended by 21 officers.

## 2. TRAINING COURSES FOR OFFICERS OF THE MINISTRY OF HOME AFFAIRS

At the request of the Union Ministry of Home Affairs, two short-term training courses, each of eight weeks' duration, were conducted during the session for officers of that Ministry.

The Advisory Committee for the courses consisted of Dr. J.N. Khosla, Shri L.R. Adige, Shri O.P. Grover, and Prof. A. Avasthi, who was Professor in charge of the courses.

The courses aimed at acquainting the participants with the contemporary economic, social, political and administrative developments in India, and to develop in them an awareness of the present-day world problems.

The first course was inaugurated by Shri S.P. Verma (Ministry of Home Affairs), and the concluding session was addressed by Shri Balbir Singh (Ministry of Home Affairs). Twenty-four officers attended the course.

The second course was inaugurated by Shri M.M. Hooja (Ministry of Home Affairs), and the concluding session was addressed by Shri Balbir Singh (Ministry of Home Affairs). Twenty-six officers attended the course.

### 3. FIRST ORIENTATION COURSE IN DEVELOPMENT ADMINISTRATION

A six-week Orientation Course in Development Administration was organised in co-operation with the Planning Commission, the Committee on Plan Projects, and the Union Ministries of Home Affairs and Community Development and Cooperation.

The Advisory Committee for the course consisted of Shri Tarlok Singh, Dr. J.N. Khosla, Shri S. Chakravarti, Shri N.K. Mukerji, Shri T.P. Singh, Dr. S.R. Sen, Shri P.N. Chaku, Shri J.M. Kitchlu, Dr. H.K. Paranjape, Dr. Jitendra Singh, and Prof. N. Srinivasan, who was also the Director of the Training Course.

The course covered, among others, orientation concept and strategy of economic and social development, perspectives and goals of planning, machinery and process of planning, Planning programmes resources (especially material resources), budgeting for funds (financial programming), development of a performance budget, problems of communication, application of work study and operations research

in development administration, reporting and appraising of programmes, project management, problems of area development programmes, relationships between official and non-official agencies and integration of their functions, principal components of urban and city development programmes, administrative aspects and implementation of city development plans and financial aspects (fiscal programming). The tools of instruction included case studies and syndicate discussions on the more important problems of development administration.

The course was inaugurated by Shri Gulzari Lal Nanda, Union Home Minister. Twenty-six administrators holding key positions in Development, Finance and allied departments of the State and Central Governments, including three university teachers, participated in the course. Besides these, two officers from the Ministry of Finance participated in the syndicate discussions. Towards the end of the course, the results of the studies undertaken and embodied in the reports of syndicates were reviewed at a three-day Conference on Development Administration, which was inaugurated by Shri T.T. Krishnamachari, Union Minister of Finance.

#### 4. FIRST APPRECIATION COURSE ON TECHNIQUES OF ADMINISTRATIVE IMPROVEMENT

An eight-week Appreciation Course on Techniques of Administrative Improvement was organised at the instance of and in collaboration with the Department of Administrative Reforms, Ministry of Home Affairs, Government of India.

The Advisory Committee for the course consisted of Dr. J.N. Khosla, Shri N.K. Mukerji, Shri S.K. Datta, Shri K.K. Das, Shri B.S. Mehta, Shri E.N. Mangatrai, and Prof. A. Avasthi, who was also the Director of the course.

The course was intended for officers at the level of Deputy and Under Secretaries in the Central Ministries and

officers of equivalent rank in the Secretariats and Districts in the States. The aim of the course was to facilitate a better appreciation of the practical problems and needs of administrative reforms at all levels of administration. Emphasis was laid on the orientation of the officers in the practical application and use of administrative techniques to enable them not only to undertake the organising of and programming for administrative reforms in their respective organisations, but also to execute those programmes and provide guidance to others engaged in the implementation of similar programmes.

Shri L.P. Singh, Secretary to the Government of India, Ministry of Home Affairs, inaugurated the course. Twenty-four officers of the Central and State Governments participated in the course. Apart from day-to-day lecture-discussion sessions, the participants were divided into three seminar groups for the following topics: (1) Administrative Reforms—formulation, implementation and follow-up, (2) Problems of Delegation—administrative and financial; (3) Problems of Co-ordination. In addition, the entire group of participants was divided into four teams to conduct administrative surveys of specified agencies on the following topics:

- (i) Administrative survey of the Capital Goods Division of the Office of the Chief Controller of Imports and Exports, New Delhi.
- (ii) Administrative survey of the working of Ashoka Hotel.
- (iii) Survey of the working of Janpath Hotel (with special reference to clientele satisfaction).
- (iv) Administrative survey of the Delhi Milk Scheme.

To orient the officers in the practical application and use of administrative techniques in the field of project

planning and control and techniques of management, a study of the Steel Project at Bhilai was included as a part of the training programme of the course.

Each participant was attached for two days to the Staff Inspection Unit of the Union Ministry of Finance, the Department of Administrative Reforms, and the Planning Commission.

This course was the first in the series of several such courses to be organised every year.

## 5. SECOND REFLECTIVE TRAINING PROGRAMME

With financial assistance from the Ford Foundation, the second eight-months' Reflective Training Course in India and abroad was conducted for 17 district and other administrative officers deputed by the Central and State Governments.

The course was organised with the advice and assistance of a committee consisting of Dr. J.N. Khosla, Shri V.S. Hejmadi, Shri S.K. Dutta, Shri S.N. Majumdar, Prof. S.V. Kogekar, and Shri K.B. Rao.

The course aimed at improving the professional competence and widening of the intellectual horizons of administrators through an intensive programme of study at the School, and study-cum-observation tours abroad. As last year, the programme consisted of three phases. The first phase (about 2 months) covered the study of public administration, with special reference to development administration, and familiarisation with administrative institutions abroad. The second phase (about 3 months) covered visits to four foreign countries, viz., Yugoslavia, Britain, U.S.A. and Japan, involving field visits to study local as well as agricultural, industrial and other facets of development administration. Also included in the programme was a

three-week integrated course on development administration at the University of Wisconsin, U.S.A. During the last phase of the programme (about  $1\frac{1}{2}$  months), the participants prepared individual papers on the subjects selected by them.

Instruction for the course included lectures, seminars and discussions on aspects of development administration, viz., public policy formulation in relation to economic development at the national and state levels, the machinery and techniques of implementation at the state, district and field levels; financial aspects: the exploitation of local resources, ensuring economy and efficiency and propriety; citizen participation in development work; development administration, especially in the field of agriculture, small industries, community development, education and health, co-operative movement, local government, panchayati raj and public co-operation, in the countries visited.

Prof. V.S. Hejmadi was in charge of the first phase of the training programme, and Shri B.S. Mehta, Chief Secretary, Government of Rajasthan, of the second phase, when the group went abroad. Dr. J.N. Khosla took charge during the third phase, when the group returned to India.

## 6. TRAINING COURSE IN SURVEY RESEARCH METHODOLOGY

With financial assistance and co-operation of USAID, an eight-week training course on "Survey Research Methodology" was organised. Twenty-two representatives from various universities, State governments and a few members of the Institute's research staff attended the course.

The Advisory Committee for the course consisted of Dr. J.N. Khosla, Shri Tarlok Singh, Dr. H.K. Hyde (USAID), Dr. R.J. Chelliah, Prof. R.S. Dass, Prof. B.S. Khanna, Shri Anand Sarup, Shri K.L. Baraya, Dr. S. Srivastava, Dr. R.D. Singh, Dr. A.P. Barnabas, Prof. V. Jagannadham, Shri H.F.B. Pais, and Dr. D.C. Pelz (who was Director of the course).

On the principle of learning by doing, the participants conducted a pilot survey on "Coordination, Initiative and Communication in Administration of Agricultural Development", in which they interviewed officials and non-officials at district and block levels in Alwar, Mathura and Ludhiana Districts.

In the second phase, the participants will constitute survey units at the Punjab, Rajasthan, and Lucknow Universities to carry out similar but broader survey in the respective States. In subsequent phases, it is proposed to extend the training programme to some other States, with the object of establishing survey units to cover the entire country.

#### 7. TRAINING PROGRAMME FOR THAI GOVERNMENT OFFICIALS

At the instance of the Union Ministry of Finance, and the USAID, New Delhi, a one-week training programme was organized for a group of five government officials from Thailand under the "Third Country Programme". The training programme was intended to enable the officials to study the functions and operation of O & M, Budgeting and Accounting organisations of the Government of India.

Dr. A. Avasthi was in charge of the programme.

### IV. SEMINARS AND CONFERENCES

#### 1. SEMINARS ON "PROBLEMS AND TECHNIQUES OF BUDGETING"

With the assistance of Mr. Carl W. Tiller, Chief, Budget Methods, U.S. Bureau of Budget, whose services were secured for the Institute by USAID, the following seminars were conducted on Problems and Techniques of Budgeting:

##### (a) *Seminar for Public Enterprises*

Aug. 4 "The Evolution of Budgeting in Public Enterprises in U.S.A." (Chairman: Shri S. Jagannathan, Financial Commissioner, Railway Board).

Aug. 6 "Budgeting Methods in Public Enterprises" (Chairman: Shri M.V. Rao, Financial Controller, Indian Refineries Ltd.)

*(b) Seminars for Management Personnel*

Aug. 5 "Budgeting as a Tool of Management" (Chairman Shri Shiv Naub Singh, Joint Secretary, Department of Economic Affairs, Ministry of Finance).

*(c) Seminar for Senior Officials of the Union Ministry of Finance.*

Aug. 13 "Methods of Periodic Budget Review" (Chairman: Shri Shiv Naub Singh).

*(d) Seminar for Officials in General*

Aug. 7 "Experience in the Installation of Performance Budgeting" (Chairman: Prof. N. Srinivasan).

Aug. 10 "Identifications of Programmes for a Performance Budget" (Chairman: Shri Ajit Mazoomdar, Joint Secretary, Department of Coordination, Ministry of Finance).

Aug. 11 "Measuring Programmes of Work and Evaluating Programme Effectiveness" (Chairman: Prof. H.K. Paranjape).

Aug. 12 "Measuring Cost and Consideration of Cost-Utility Ratio" (Chairman: Shri D.U. Rao, Director (Accounts), Railway Board).

Aug. 13 "Performance Reporting and Accounting" (Chairman: Shri O.K. Ghosh, Additional Deputy Comptroller and Auditor-General of India)

The seminars were attended by about 100 persons. They included financial advisers and controllers of public enterprises, audit and accounts officers dealing with the audit of Government companies, senior officers of the Union Ministry of Finance, and of some private industrial undertakings, and professional auditors and accountants. Dr. M.J.K. Thavaraj was in charge of the seminars.

## 2. CONFERENCE ON "ORGANISATION AND INFORMATION FOR TOP MANAGEMENT CONTROL"

A conference on "Organisation and Information for Top Management Control" was organised by the Institute in collaboration with the United States Agency for International Development. The purpose of the conference was to review the latest research experiments, innovations and demonstrations of the application of scientific approaches to improving decision-making and facilitating the implementation of programmes in enterprises, public, and private. The conference was attended by selected top level managers and administrators. Discussions were initiated by experts from the United States and India.

## 3. CONFERENCE ON "ADMINISTRATIVE REFORMS"

The Conference on "Administrative Reforms", which was initially convened in August, 1963, met again on October 22-23, 1964 under the chairmanship of Dr. C.D. Deshmukh. It considered the reports of the three Advisory Groups set up in 1963, one each on reforms in the spheres of general administration, industrial administration, and agricultural administration. About two dozen research and background papers prepared under the guidance of the advisory groups were circulated to the participants, who numbered over 30. After its plenary session, the conference divided itself into three working groups. The first working group on administrative reforms in general administration, which was presided over by Shri N.V. Gadgil, examined

various questions pertaining to the creation of requisite social climate, relations between the Secretariat and executive agencies, incentives in public services, increased delegation of power, and citizen-administration relations. The second group on industrial administration, which was presided over by Shri D.L. Mazumdar, examined problems of managerial cadres for public enterprises, consultative machinery within the government in relation to the private sector, and the need for constituting an evaluation-cum-consulting unit in Government. The third group on agricultural administration was presided over by Shri R.A. Gopalaswamy, and it considered problems of agricultural administration at the block and village levels, including the problems of planning, supplies, the role of cooperatives, research and extension, and the panchayats and agricultural production. The reports of the working groups were discussed at the plenary session of the conference. These reports and the proceedings of the conference are being prepared for publication.

#### 4. CONFERENCE ON "ADMINISTRATIVE REFORMS SINCE INDEPENDENCE"

The Eighth Annual Conference of the Members of the Institute was held on October 24, 1964, under the Chairmanship of Shri N.V. Gadgil. The subject of discussion was "Administrative Reforms Since Independence".

#### 5. SEMINAR ON "VITALITY IN PUBLIC ADMINISTRATION"

In collaboration with Delhi Productivity Council, a seminar was held on "Vitality in Public Administration" to discuss various aspects of vitality in general administration, and measures for toning up administration to meet new challenges and demands. The discussion was particularly directed towards the following issues: (1) administration in developing countries; (2) leadership in administration; (3) a new look at bureaucracy; (4) motivation and incentives;

and (5) productivity in administration—performance, appraisal and analysis. The participants included senior administrative officers from the Central Government, Uttar Pradesh, Rajasthan, Delhi Administration and the Delhi Municipal Corporation.

## V. LECTURES

The following lectures were delivered under the auspices of the Institute.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
July 27, 1964	Dr. J. Sterling Livingston, President, Management Systems Corp., and Professor at Harvard Graduate School of Business Administration, Harvard, U.S.A.	"Top Management Control"
July 31, 1964	Mr. Carl W. Tiller, Chief, Budget Methods, U.S. Bureau of the Budget, U.S.A.	"Performance Budgeting—An Aid to Decision Making."
Aug. 3, 1964	"	"Performance Budgeting—A Technique in Multiyear Planning"
Sept. 24, 1964	Shri S.G. Barve, Minister of Industries and Electricity, Government of Maharashtra (now Member, Planning Commission)	"Good Government —The administrative malaise and connected issues"
Sept. 25, 1964.	"	"

Sept. 28, 1964	Shri K. Santhanam, M.P.	"Conventions and Proprieties of Parliamentary Democracy in India"—Responsible Government.
Set. 30, 1964	"	Parliament
Oct. 1, 1964	"	Federal Relations— The Judiciary and other Authorities
Oct. 3, 1964	"	Political Parties and the Press
Oct. 5, 1964	Mr. Pierre-Paul Schweitzer, Managing Director, International Monetary fund.	"Some Financial Problems of Economic Development"
Nov. 10, 1964	Prof. Sri Ram Sharma, Director, Institute of Public Administration, Una (Punjab)	"Supreme Court and Amendments to the Indian Constitution"
Nov. 11, 1964	"	"Supreme Court and the Indian Constitution"
Nov. 12, 1964	"	"Supreme Court and Public Servants"
Feb. 5, 1965	Mr. J. Leslie Williams, General Secretary of the Society of Civil Servants, U.K.	"The Organisation of Civil Service Trade Unions and Staff Association in Britain"
Feb. 8, 1965	"	"The Whitley Method of Negotiation in the British Civil Service"

Feb. 17, 1965	Mr. J. Leslie Williams, General Secretary of the Society of Civil Servants, U.K.	"Resolving Disputes and the Arbitration Systems in the Brit- ish Civil Service"
Feb. 18, 1965	"	"Principles and Me- thods for Settling Pay and Condi- tions of Service in the British Civil Service"
March 4, 1965	Shri M.G. Pimputkar, Es- tablishment Officer to the Government of India, Mi- nistry of Home Affairs.	"Aspects of District Administration"
March 5, 1965	Shri M.G. Pimputkar, Es- tablishment Officer to the Government of India, Ministry of Home Affairs.	"Aspects of District Administration"
March 6, 1965	"	"

## VI. PUBLICATIONS

### 1. IIPA NEWSLETTER AND PUBLIC ADMINISTRATION ABSTRACTS AND INDEX OF ARTICLES (Monthlies)

The Newsletter as well as the Public Administration Abstracts and Index of Articles continued to be published during the year. Some progress has been made in the work of the *ad hoc* Committee, consisting of Prof. M.V. Mathur and Shri M.S. Ramayyar, to review the financial aspects of the Institute's publications, and to propose steps for bringing them out more speedily.

### 2. THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION (Quarterly)

A Special Issue (July-September, 1964, Vol. X. No. 3)  
of the Journal on "Organisation and Management of Public

Enterprises" was brought out on the occasion of the Annual Meeting of the General Body of the Institute held in 1964.

### 3. PERSPECTIVES: STUDIES IN POLITICAL AND SOCIAL FORECASTING (Biennial Supplement to the Journal)

Under the auspices of the Indian Council for the Future, set up by the Institute in 1963, the Institute has brought out the first issue of the biennial supplement to its Journal, entitled "Perspectives: Studies in Political and Social Forecasting". The issue contains the following three studies: (1) "The Future of the Backward Classes: The Competing Demands of Status and Power" by *Mr. Andre Beteille*; (2) "Trade Unions in India: A Preview of 1975" by *Shri V.B. Karnik*; and (3) "The Press in India: Today and Tomorrow" by *Shri Chanchal Sarkar*.

### 4. BOOKS AND MONOGRAPHS

The following books and monographs were published during the year:

- (i) The Planning Commission: A Descriptive Account—by H.K. Paranjape.
- (ii) Jawaharlal Nehru and the Planning Commission—by H.K. Paranjape.
- (iii) Good Government: The Administrative Malaise and Connected Issues—by S.G. Barve.
- (iv) Revenue Inspections at the District Level—by A. Avasthi.
- (v) The Caste in Changing India—by A.P. Barnabas and Subhas C. Mehta.
- (vi) Changing Role of the District Officer—Report of the Proceedings of the Conference.

The following publications are under print:

- (i) The Union Public Service Commission—by M.A. Muttalib.

- (ii) The Experience of Citizens in Getting Water Connections—by A.P. Barnabas.
- (iii) Conventions and Proprieties of Parliamentary Democracy in India—by K. Santhanam.
- (iv) The Stages of Administrative Growth—by Marshall E. Dimock.
- (v) Concepts and Models in Public Administration—by R.S. Milne.

## VII. LIBRARY AND REFERENCE SERVICES

During the year, the Library of the Institute acquired 5090 volumes, bringing the total number on March 31, 1965, to 70055 volumes of books, public documents, periodicals and newspapers.

The number of periodicals received at the close of the year stood at 500, an addition of 12 new titles during the year. The Gazette of India and the Gazettes of all the States continued to be received. Fourteen Indian and five foreign newspapers were also received during the year.

Depository collection, placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, Washington, D.C., on economic development in the developing countries, had 442 volumes at the beginning of the year. No volume was received for the collection during the year.

Library facilities were availed of by 697 persons (members 301, school students 43, Institute and School Staff 133, and other individuals on special permit 320). The number of volumes loaned out was 11432, an increase of 3285 over the previous year. Inter-Library loans during the year involved 59 libraries and Government Departments, against 48 during the previous year. The number of volumes loaned out was 366, and the number borrowed from other

libraries was 43, against the previous year's figures of 228 and 50 respectively. The reserved collection continued to be heavily drawn upon for reference and study by the participants of the courses in the School.

Twelve bibliographies were prepared on request. The number of external enquiries dealt with was 210.

Two separate card indices of Public Administration news, indexed from the newspapers received, and of articles indexed and included in the Public Administration Abstracts and Index of Articles during the year, have been maintained.

Monthly list of additions to the Library continued to be prepared in the Library.

## VIII. OTHER ACTIVITIES

### A. FOREIGN CONTACTS

#### (i) *EROPA Meetings*

The Director represented the Institute at the Regional Seminar on Metropolitan Planning in Asia, organized from June 7 to 13, 1964, at Tokyo, under the joint auspices of the Tokyo Metropolitan Government, Eastern Regional Organization for Public Administration (EROPA), the International Union of Local Authorities (IULA), and the Japan Society for Urban Studies. The Director also attended the meeting of the working Party Seminar on "Organising for Development" held from May 31 to June 6, 1964, to discuss the questionnaire on Financing Development, prepared and presented by Prof. M.V. Mathur, Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur (and a member of the Institute's Executive Council), in his capacity as Consultant to EROPA.

#### (ii) *IIAS Warsaw Round Table 1964*

As provided by the triennial programme adopted by the IIAS Council of Administration at the Vienna Congress in

1962, a Round Table was organized at Warsaw from June 23 to 27, 1964, to discuss the following subjects: (1) Public Relations: The influence of the Public on the Operation of Public Administration, excluding Electoral Rights; (2) New Techniques of Budget Preparation and Management; and (3) Administrative Management of Public Enterprises.

Detailed replies to the questionnaires on each of the three subjects were furnished by the Institute. The Director attended the Round Table, as also the meeting of Directors and Principals of Schools and Institutes of Public Administration. Papers on "Improving of Academic and Non-Academic Curricula for Education and Training in Development Administration" and "Administrative Impediments to Development" were presented by the Director to the latter meeting. Delegates numbering about 250 from 40 member countries, including U.S.S.R. and Eastern European countries, participated in the Round Table.

### *(iii) The Third General Assembly of EROPA*

The Director represented the Institute at the Third General Assembly of EROPA which met in Seoul, Republic of Korea, from 7th to 17th November, 1964. The agenda for the Assembly was : (1) Planning and Policies for Development, (2) Administrative Machinery for Development, and (3) Financing Development.

Prof. M.V. Mathur, Head of the Department of Economics and Public Administration, University of Rajasthan, and now a member of the Education Commission, participated as an EROPA Consultant on "Financing Development". He also acted as the chairman of the Assembly's Working Group on this subject. On an invitational travel grant from the USAID, India, Dr. Ajit M. Banerjee, an officer of the Institute also attended the Assembly, as a consultant in connection with the preparation of the final EROPA report on Personnel Management and Administration.

The Director also attended the Seventh and Eighth meetings of the Executive Council of EROPA, which preceded and succeeded respectively the Third General Assembly. He was elected a member of the New Executive Council.

*(iv) EROPA Conference on Technical Assistance*

Dr. Jitendra Singh, Reader in Public Administration, ISPA, and Secretary, Committee on Case Studies, acted as a consultant to the EROPA Conference on Technical Assistance held in Bangkok from January 18 to 23, 1965.

### B. IIPA ESSAY COMPETITION

Eight essays were received for the IIPA Essay Competition, 1964. One was rejected, as it was not in proper form, and not in accordance with the prescribed conditions; and another was not considered, as it was received long after the prescribed date. The Committee of Judges were unanimously of the opinion that none of the essays evaluated came to the minimum standard for the award of even a second prize (Rs. 500). Accordingly, no prize was awarded.

The following subjects have been selected for IIPA Essay Competition for 1965:

- (i) Administrative Reforms to check Tax Evasion.
- (ii) Relations between State Governments and Municipal Bodies.
- (iii) Coordination of Development Programmes at the District and/or Block level.

### 3. FINANCE AND ACCOUNTS

#### FORD FOUNDATION GRANT

The Second instalment of \$97,500 was received out of the Supplementary grant of \$700,000 sanctioned by the Ford

Foundation to support the first two years of the Institute's five-year programme of training and research. As mentioned earlier in this report, the major portion of the grant which was not drawn has lapsed, and the projects started with the support of the Supplementary grant are, in the circumstances, being brought to as useful a conclusion as possible, out of the balance with the Institute, from the funds already released by the Ford Foundation. A brief account of various programmes and projects undertaken with the assistance of the Ford Foundation Supplementary grant has been given separately in this report.

#### GRANT BY THE ASIA FOUNDATION

A Supplementary grant of Rs. 30,000 was made available to the Institute by the Asia Foundation for the study of the "Evolution of the Constitution of India". The total grant sanctioned by the Asia Foundation for this project is Rs. 92,000.

As mentioned in the last year's report, the Asia Foundation sanctioned a grant of Rs. 1,43,100 to support the second project entitled "Guide to Sources of Modern History—1700-1947". The grant is payable over a period of three years (1963-66), out of which two instalments aggregating Rs. 87,700 have been received.

The progress made on the two projects mentioned above has been indicated separately in this report.

#### ACCOUNTS FOR 1964-65

The total payments on account of all the activities of the Institute during the year under review, including the programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Asia Foundation, were Rs.18,18,438, excluding the closing cash and bank balances, and payments made on account of the

construction of building for the Institute of Applied Manpower Research.

The major payments were on the following items:

	Rs.
Establishment	.. 5,90,731
Library Books and Equipment	.. 65,678
General Charges (Institute)	.. 1,99,918
Maintenance of Buildings	.. 66,170
Scholarships and Fellowships	.. 58,300
Publications	.. 62,753
Research and Study Groups	.. 22,067

The Institute received from the Government of India, as in the previous year, a grant of Rs. 9,00,000 for meeting recurring expenditure. A separate Statement of Receipts and Payments in respect of the year 1964-65, showing the utilisation of the grant received from the Government of India is shown in Appendix VII.

The Statement of Income and Expenditure and Balance Sheet with Schedules are given in Appendices VIII and IX.

Messrs S. Vaidyanath Aiyer & Co. continued to work as Honorary Auditors for the Institute during the year under report.

#### BUDGET ESTIMATES FOR 1965-66

The Budget Estimates for 1965-66 are given in Appendix X.

Excluding expenditure to be met on specific programmes and projects out of grants sanctioned for the purpose by the Ford Foundation and the Asia Foundation, the budget provides for total payments of Rs. 13,74,500. The receipts estimated from the Institute's own resources are Rs. 3,04,500 and the Government of India was requested to raise the annual grant-in-aid from Rs. 9,00,000 to Rs. 10,70,000 to cover the deficit, but it regretted its inability to do so. The

Government of India has been again requested to reconsider its decision, and there is every hope that the request of the Institute will be accepted.

#### 4. REGIONAL BRANCHES

The number of Regional and Local Branches of the Institute continued to be nine and seven respectively. Steps are being taken to open more Regional and Local Branches.

The financial assistance given to the Regional and Local Branches, including the one-fourth share of the membership fees, during the year was as follows:

##### *Regional Branches*

1. Andhra Pradesh	..	Rs. 505
2. Gujarat	..	Rs. 440
3. Madras	..	Rs. 390
4. Maharashtra	..	Rs. 5820 (a)
5. Mysore	..	Rs. 1185 (b)
6. Orissa	..	Rs. 150
7. Punjab	..	Rs. 345
8. Rajasthan	..	Rs. 820 (c)
9. Uttar Pradesh	..	Rs. 465

##### *Local Branches*

1. Poona	..	Rs. 2150(d)
2. Vallabh Vidyanagar	..	Rs. 170
3. Nagpur	..	Rs. 80
4. Patna	..	Rs. 630
5. Trivandrum	..	Rs. 255
6. Jammu-Srinagar	..	Rs. 365

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(a) Includes a consolidated matching grant of Rs. 5,000.

(b) Includes Rs. 1,000 for a seminar on "Administrative Reforms at the level where the Government comes into direct contact with the people".

(c) Includes Rs. 500 as initial grant for the first year.

(d) Includes Rs. 2,000 for a Study project.

## ACTIVITIES OF THE REGIONAL/LOCAL BRANCHES

### *Andhra Pradesh Regional Branch*

The Andhra Pradesh Regional Branch published a report on a seminar held under its auspices on "Industrial Mobilisation for National Defence", on April 13 and 14, 1963.

### *Gujarat Regional Branch*

The Gujarat Regional Branch organised the following five lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
19-6-1964	Shri H.B. Shukla, Secretary, Gujarat Legislature Secretariat.	"Parliamentary Privileges"
7-8-1964	Shri D.N. Pathak, Professor, University School of Social Sciences, Gujarat.	"Towards National Integration"
4-9-1964	Dr. U.D. Desai, Physical Research Laboratory, Ahmedabad.	"Space Technology"
12-9-1964	Shri Tarlok Singh, Member, Planning Commission.	"Administrative Problems of Area Development Plans"
21-9-1964	Shri J.J. Anjaria, Executive Director, International Monetary Fund.	"Current Economic Situation"

The Regional Branch has started work on the study entitled "Organisation of the Government of Gujarat". A synopsis for the study was discussed earlier in the year in a meeting attended by University teachers and senior administrators.

### *Maharashtra Regional Branch*

The Maharashtra Regional Branch organised five talks mentioned below:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
10-8-1964	Dr. W.A. Wilcox, Asst. Professor of Government & Research Associate, War and Peace Studies, Columbia University, U.S.A.	"The Role of Politics and Administration in Securing Economic Development"
26-8-1964	Shri B.N. Datar, Chief of Labour & Employment Division, Planning Commission.	"Manpower Problems of the Fourth Plan"
16-11-1964	Shri A.K. Roy, Comptroller and Auditor-General of India.	"The Role of Audit in Public Sector Industries"
26-2-1965	Mr. J. Leslie Williams, General Secretary, Society of Civil Servants, U.K.	"Problems and Methods for settling Pay and Service Conditions in British Civil Service"
8-3-1965	Shri Dharam Vira, Cabinet Secretary, Government of India.	"Some Thoughts on Administration"

The Regional Branch completed during the year the research study on the "Organisation of the Government of Maharashtra", and the monograph on "Government and Cooperative Sugar Factories". They are being printed.

#### *Mysore Regional Branch*

Under the auspices of the Mysore Regional Branch, Dr. C.P. Ramaswami Iyer delivered a lecture on the subject, "Some Fundamentals of Administration".

The research project on the "Organisation of the Government of Mysore" was thoroughly revised and brought up to date during the year. The report on the proceedings of the Regional Conference on "Administrative Reforms at the level at which the Government comes into direct contact with the people" (held in January 1964 under the auspices of the Regional Branch) was also prepared. Both those volumes are ready for publication.

#### *Orissa Regional Branch*

The Orissa Regional Branch has undertaken work on the research project, "Local Government—Various systems prevailing in the State".

#### *Punjab Regional Branch*

The Punjab Regional Branch organised the following three lectures during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
21-8-1964	Dr. J.N. Khosla, Director, IIPA.	General Lecture
29-10-1964	Shri B.S. Bahl, Principal, D.A.V. College, Jullundur.	"System of Education and Educational Administration in America".

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
27-11-1964	Dr. V.S. Puri	"Modern Chemistry"

The study project "Administrative set-up at Chandigarh" undertaken by the Regional Branch under the directorship of Shri Sri Ram Sharma was completed and published.

#### *Uttar Pradesh Regional Branch*

The Uttar Pradesh Regional Branch remained actively engaged during the year on the compilation of the material and drafting of chapters of the book, "Organisation of the Government of Uttar Pradesh". The book is nearing completion.

#### *Nagpur Local Branch*

A discussion was held on October 21, 1964 under the auspices of the Local Branch, on the research paper, "Integrity in Administration", prepared by Shri Madhusudan, Research Scholar, Department of Political Science and Public Administration, Nagpur University.

#### *Poona Local Branch*

During the year, the Poona Local Branch organised the following two lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
22-5-1964	Prof. N. R. Deshpande, Member, Administrative Reforms Enquiry Committee, Maharashtra.	"Administrative Reforms"
18-8-1964	Shri N. V. Gadgil, Vice-Chancellor, Poona University.	"Ministry and the Services"

Preliminary work on the research project, "Housing in Poona" has been undertaken, and it is expected that it will be completed next year.

The Local Branch organised the following six talks during the year under review:

- (i) "Approach to the Fourth Five Year Plan" by Shri H. M. Patel.
- (ii) "The Indian Situation" by Mrs. Taya Zinkin.
- (iii) "The American Presidency" by Mrs. Vera Micheles Dean.
- (iv) "Rationalization of the Tax Administration" by Professor C. N. Vakil.
- (v) "Prices during the Fourth Plan" by Professor C. N. Vakil.
- (vi) "Consumers' Organisation" by Mrs. Kamala Manekar.

## 5. CONCLUSION

During the year under review, there has been perceptible progress and consolidation of the efforts of the Institute to widen the scope of its training and research programmes. The Institute has now embarked on a programme of research studies which are operational, and more pragmatic in nature.

Surveys are being undertaken to assist the Administration to get an idea of the image which the public has of the functioning of the administrative machinery. Such studies should improve public understanding on the one hand, and enable the authorities to assess the impact of their policies and programmes on the citizen, on the other.

The first such survey which was undertaken during the year, at the suggestion of the Home Minister, was in regard

to the experience of citizens in getting water connection in Delhi. The report of this survey has very recently been published. The Institute has been asked to undertake similar surveys in three other fields, namely, experience of the citizen or the public in their dealings with the Customs authorities; booking of goods by railways; and building construction in Delhi.

As mentioned earlier in this report, at the instance of the Government of Punjab, the Institute has undertaken certain studies for the Punjab Administrative Reforms Commission.

The training programme of the Institute also made considerable headway, and nine training courses were successfully organised, in addition to the Master's Diploma course in Public Administration. Of particular significance were the Orientation Course in Development Administration, which was conducted in close collaboration with the Planning Commission, and the Appreciation Course on Techniques of Administrative Improvement, conducted at the instance and in association with the Ministry of Home Affairs. The Institute has been requested to organise more such courses. Informal discussions are in progress in regard to a proposal from another Ministry to conduct a special course of training for senior officers.

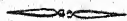
The Institute is greatly encouraged by the interest and appreciation shown by the Government of India, and State Governments in the activities and programmes of the Institute. The Institute will consider it a privilege to undertake surveys, or special courses, which the Government of India or the State Governments may suggest, but the limiting factor is finance. Even so, the Institute is doing its best to carry out these special programmes within the resources available, and it has confidence that on the result of the useful work done by the Institute, more funds will be made available by the Government.

The library and reference services are being progressively expanded, and increasing number of persons and institutions are making use of the facilities provided. The library of the Institute is considered to be one of the best on the subject in Asia.

There has been substantial increase in the number of publications brought out during the year, for which there is a growing demand.

In spite of the sustained progress and consolidation of its various activities, the Institute has not overlooked the desirability or need for evaluating its work. In accordance with the recommendations made in the Five Year Plan Committee appointed by the Executive Council some time back, and whose report was published in 1963, an Evaluation Committee has recently been appointed to review and evaluate the work of the Institute in the context of the objectives for which the Institute was established, and to suggest ways and means for improvement or revision of the pattern of its activities.

The Institute is deeply indebted to the Government of India, the Ford Foundation, USAID, and Asia Foundation for their generous financial support. The Government grant has been of great help in operating the Institute's regular programme of research, training, and library development. The Institute is also grateful to the Central Government and the State Governments for allowing their civil servants to participate in the Institute's training and other activities.





APPENDIX I  
THE  
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

**Patron**

Dr. S. Radhakrishnan  
*President of India*

**Executive Council**

(As on the 31st March, 1965)

*President*

Shri Lal Bahadur Shastri     Prime Minister of India.

*Chairman, Executive Council*

Shri Asoka Mehta             Deputy Chairman, Planning Commission.

*Vice-Presidents*

Shri P.B. Gajendragadkar     Chief Justice of India.

Pandit H.N. Kunzru           President, Indian Council of World Affairs.

Dr. G. S. Mahajani           Vice-Chancellor, Udaipur University.

Shri Gulzari Lal Nanda        Union Minister for Home Affairs.

Shri Gurumukh Nihal Singh   Formerly Governor of Rajasthan.

Shri C. Subramaniam          Union Minister for Food and Agriculture.

*Honorary Treasurer*

Shri S. Ranganathan           Secretary, Department of Industry,  
Union Ministry of Industry and Supply.

### *Elected Members*

Shri N. H. Atthreya	Director, Modern Management Counsel, Management Consultants, Bombay.
Shri V. T. Dehejia	Chairman, State Bank of India, Bombay.
Dr. C. D. Deshmukh	Vice-Chancellor, University of Delhi, Delhi.
Shri N. V. Gadgil	Vice-Chancellor, University of Poona, Poona.
Shri Gopeshwar Nath	Director, Secretariat Training School, Union Ministry of Home Affairs.
Shri D. S. Joshi Prof. D. G. Karve	Secretary, Union Ministry of Commerce. Member, Finance Commission.
Prof. S. V. Kogekar	Member, Forward Markets Commission, Bombay.
Shri S. L. Kothari	Member, Rajya Sabha.
Lt. Col. K. M. Kuriako	Director, Directorate General of Supply and Disposal.
Prof. M. V. Mathur	Member, Education Commission.
Shri P. R. Nayak	Secretary, Ministry of Petroleum and Chemicals.
Shri H. M. Patel	Chairman, Charutar Vidyamandal, Vallabh Vidyanagar, Anand.
Dr. K. N. V. Sastri	Retired Professor, Mysore University.
Shri C. M. Trivedi	Chairman, Madhya Pradesh Police Commission, Bhopal.

### *Co-opted Members*

Shri S. Bhoothalingam	Secretary, Department of Economic Affairs, Union Ministry of Finance.
Shri Dharam Vira	Cabinet Secretary, Cabinet Secretariat.
Shri H. C. Mathur	Member, Lok Sabha.
Shri L. P. Singh	Secretary, Union Ministry of Home Affairs.
Shri Tarlok Singh	Member, Planning Commission.

*Ex-Officio Member and Secretary*

Dr. J. N. Khosla

Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.

*Standing Committee*

Shri Asoka Mehta

Shri H. C. Mathur

Shri S. Bhoothalingam

Prof. M. V. Mathur

Shri N. V. Gadgil

Shri S. Ranganathan

Shri D. S. Joshi

Shri L. P. Singh

Dr. J. N. Khosla

*Committee of Direction for Research*

Prof. D. G. Karve

Shri D. L. Mazumdar

Prof. S. V. Kogekar

Shri P. R. Nayak

Shri Shantilal Kothari

Shri L. P. Singh

Prof. M. V. Mathur

Dr. J. N. Khosla

**Library Committee**

*Members of the Executive Council nominated by it*

Shri N. H. Atthreya

Director, Modern Management Counsel, Management Consultants, Bombay.

Shri L. P. Singh

Secretary, Union Ministry of Home Affairs.

*Ex-Officio Members*

Dr. J. N. Khosla

Director, IIPA, and Principal, ISPA.

Shri H. F. B. Pais

Deputy Director, IIPA.

Shri J. M. Kanitkar

Librarian & Reference Officer, IIPA.

*Members of the Teaching Staff nominated by the Chairman of the Executive Council*

Prof. N. Srinivasan

Vice-Principal, ISPA.

Prof. A. Avasthi

Professor in Public Administration, ISPA.

Prof. H. K. Paranjape

Professor in Economic Policy and  
Economic Administration, ISPA.

### Building Advisory Committee

#### *Chairman*

Shri S. Ranganathan

Secretary, Department of Industry,  
Union Ministry of Industry and  
Supply.

#### *Members*

Shri N. G. Dewan

Chief Engineer, C.P.W.D.

Shri S. K. Joglekar

Chief Architect, and Town Planning  
Officer, C.P.W.D.

Shri Ranchor Prasad\*

Joint Secretary, Union Ministry of  
Home Affairs.

Shri R. A. Gopalaswamy\*

Director, Institute of Applied Man-  
power Research.

Shri G. S. Bhasin

Assistant Financial Adviser, Ministry  
of Works & Housing.

Dr. J. N. Khosla

Director, IIPA, and Principal, ISPA.

### COMMITTEE ON CASE STUDIES

#### *Chairman*

Shri D. S. Joshi

Secretary, Ministry of Commerce.

#### *Members*

Shri L. P. Singh

Secretary, Ministry of Home Affairs.

Shri P. R. Nayak

Secretary, Ministry of Petroleum  
and Chemicals.

Shri N. K. Mukarji

Joint Secretary and Director,  
Department of Administrative Re-  
forms, Ministry of Home Affairs.

Shri Ajit Mazoomdar

Joint Secretary, Department of Co-  
ordination, Ministry of Finance.

Prof. M. V. Mathur

Member, Education Commission.

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\* Only for business relating to the Institute's new building for the  
Institute of Applied Manpower Research.

Prof. S. V. Kogekar

Member, Forward Markets Commission, Bombay.

Dr. J. N. Khosla

Director, Indian Institute of Public Administration.

*Secretary*

Dr. Jitendra Singh

Reader in Public Administration,  
Indian School of Public Administration.

INDIAN COUNCIL FOR THE FUTURE

*Chairman*

Shri Asoka Mehta

Deputy Chairman, Planning Commission.

*Editor*

Shri L. P. Singh

Secretary, Union Ministry of Home Affairs.

*Members*

Prof. V. K. N. Menon

Formerly Director, Indian Institute of Public Administration.

Prof. M. N. Srinivas

Head of the Department of Sociology, University of Delhi.

Shri Pitamber Pant

Chief, Perspective Planning Division, Planning Commission.

Dr. J. N. Khosla

Director, Indian Institute of Public Administration.

*Secretary*

Dr. Ajit M. Banerjee

## APPENDIX II

### COMMITTEE OF THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

#### (1) THE SCHOOL ADVISORY BOARD

##### *Chairman*

Shri S. Lall, I.C.S. (ret'd.), formerly Assistant Secretary-General, United Nations.

##### *Members*

Dr. A. Appadorai, Member, Union Public Service Commission.

Prof. P. N. Dhar, Director, Institute of Economic Growth.

Shri N. V. Gadgil, Vice-Chancellor, University of Poona.

Dr. B. N. Ganguli, Pro-Vice-Chancellor, University of Delhi.

Shri B. N. Jha, I.C.S., Chairman, Union Public Service Commission.

Prof. D. G. Karve, Member, Finance Commission.

Shri P. N. Kripal, Educational Adviser and Secretary to the Government of India, Ministry of Education.

Dr. V. R. K. V. Rao, Member, Planning Commission.

Dr. K. N. V. Sastri, Retired Professor, Mysore University.

Shri Gurumukh Nihal Singh, formerly Governor, Rajasthan.

Shri L. P. Singh, I.C.S., Secretary to the Government of India, Ministry of Home Affairs.

Shri C. Subramaniam, Minister for Food and Agriculture, Government of India.

Dr. J. N. Khosla, Principal (Member Secretary).

#### (2) THE ACADEMIC COMMITTEE

##### *Chairman*

Dr. J. N. Khosla, Director and Principal (*Ex-officio*).

## *Members*

Shri S. K. Datta, Director, National Academy of Administration, Mussoorie.

Prof. M. S. Gore, Director, Tata Institute of Social Sciences, Bombay.

Prof. S. V. Kogekar, Member, Forward Markets Commission.

Prof. M. V. Mathur, Member, Education Commission.

Dr. I. G. Patel, Chief Economic Adviser, Department of Economic Affairs, Ministry of Finance, Government of India.

Shri V. V. Ramanadham, Director, Institute of Public Enterprises, Hyderabad.

Shri L. P. Singh, Secretary to the Government of India, Ministry of Home Affairs.

Shri J. M. Shrinagesh, I.C.S., (retd.), Professor under the Ford Foundation Scheme.

Prof. V. Jagannadham, Professor of Sociology and Social Administration.

Prof. A. Avasthi, Professor of Public Administration.

Prof. H. K. Paranjape, Professor of Economic Policy and Administration.

Dr. A. P. Barnabas, Reader in Sociology.

Dr. Jitendra Singh, Reader in Public Administration.

Dr. M. J. K. Thavaraj, Reader in Economic Policy and Administration.

Dr. P. C. Mathur, Reader in Economic Administration.

Prof. N. Srinivasan, Professor of Political Science and Vice-Principal (Secretary).

### (3) EXAMINATION COMMITTEE

Shri S. Lall, Formerly Assistant Secretary-General, United Nations.

Shri L. P. Singh, Secretary to the Government of India, Ministry of Home Affairs.

Dr. B. N. Ganguli, Pro-Vice-Chancellor, University of Delhi.

Dr. J. N. Khosla, Director and Principal.

Prof. N. Srinivasan, Vice-Principal.

APPENDIX III  
THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

EDITOR

Shri L. P. Singh

Secretary, Ministry of Home Affairs.

EDITORIAL BOARD

Prof. D. G. Karve

Member, Finance Commission.

Dr. J. N. Khosla

Director, Indian Institute of Public Administration.

Prof. S. V. Kogekar

Member, Forward Markets Commission, Bombay.

Shri D. L. Mazumdar

Director, Indian International Centre, New Delhi.

Prof. V. K. N. Menon

Formerly Director, Indian Institute of Public Administration.

Dr. K. N. V. Sastri

Retired Professor, Mysore University.

ASSISTANT TO THE EDITOR

Shri B. S. Narula

## APPENDIX IV

### THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

#### SENIOR STAFF MEMBERS OF THE INSTITUTE

Director	Dr. J. N. Khosla
Deputy Director	Shri H. F. B. Pais
Administrative Officer	Shri R. G. Mulgund
Librarian & Reference Officer	Shri J. M. Kanitkar
Secretary to Director and Assistant to Editor	Shri B. S. Narula
*                      *	*
Directors of Research Project (Ford & Asia Foundation Schemes)	Dr. B. B. Misra Dr. R. D. Singh Prof. H. K. Paranjape Shri V. C. Joshi
*                      *	*
Chief Research Officer	Prof. V. Jagannadham
Assistant Chief Research Officer	Dr. Ajit M. Banerjee

## APPENDIX V

### THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

#### FACULTY

##### *Principal*

J. N. Khosla, B.Sc. (Econ.), Ph.D. (London), Barrister-at-Law, Director, The Indian Institute of Public Administration, and Principal.

##### *Academic Staff*

N. Srinivasan, M.A., B.Sc., (Econ.), Professor of Political Science, and Vice-Principal.

V. Jaggannadham, M.A., B.L., M. Litt., LL.D. (Amsterdam), Professor of Sociology and Social Administration.

A. Avasthi, B.A. (Hons.), M.A., Ph.D. (Lucknow), M.A. (Nagpur), M.P.A. (Harvard), Professor of Public Administration.

H. K. Paranjape, M.A., Ph.D. (Bombay), Professor of Economic Policy and Administration.

A. P. Barnabas, M.S., Ph.D. (Cornell), Reader in Sociology.

Jitendra Singh, M.A. (Edinburgh), M.P.A. (Syracuse), Ph.D. (London), Reader in Public Administration.

M. J. K. Thavaraj, M.A. (Madras), Ph.D. (Delhi), Reader in Economic Policy and Administration.

P. C. Mathur, M.A., Ph.D., Reader in Economic Administration.

J. M. Shrinagesh, I.C.S. (retd.), Professor under the Ford Foundation Scheme.

##### *Visiting Professor*

D. C. Pelz, Programme Director, Survey Research Centre, University of Michigan, Visiting Professor.

\* \* \*

P. Prabhakaran, Administrative Assistant to Principal and Administrative Officer, Training Courses.

## APPENDIX VI

### REGIONAL AND LOCAL BRANCHES

(As on 31st March 1965)

#### REGIONAL BRANCHES

##### (1) *Andhra Pradesh*—

###### *Office-bearers:*

President:	Shri Pattom A. Thanu Pillai, Governor of Andhra Pradesh.
Chairman (Executive Committee)	Shri K. N. Anantaraman, Chief Secretary, Government of Andhra Pradesh.
Hony. Secretary	Shri Ram K. Vepa, Deputy Secretary, Government of Andhra Pradesh, Industries Department, Hyderabad.

###### *Membership:*

Ordinary	75
Life	2
Corporate	3
Associate	8

##### (2) *Gujarat*—

###### *Office-bearers:*

Chairman (Executive Committee)	Shri Chinubhai C. Sheth, Ex-Mayor, Municipal Corporation Ahmedabad.
Hony. Secretary	Shri A. S. Gill, Joint Secretary, General Administration Department (Services), Government of Gujarat.

###### *Membership:*

Ordinary	78
Life	6
Corporate	8

(3) *Maharashtra—*

*Office-bearers:*

Chairman (Executive Committee) D. R. Pradhan, Secretary, Government of Maharashtra.

Hony. Secretary Shri N. S. Pardasani, Officer on Special Duty & Director, Administrative Staff College, Government of Maharashtra, Bombay.

*Membership:*

Ordinary 153

Life 11

Corporate 11

Associate 18

(4) *Madras—*

*Office-bearers:*

President H.H. the Maharaja Major-General Shri Jayacharaja Wadiyar, Governor of Madras.

Chairman (Executive Committee) Shri T. A. Verghese, Chief Secretary, Government of Madras.

Hony. Secretary Shri P. M. Belliappa, Deputy Secretary, Public Health Department, Government of Madras.

*Membership:*

Ordinary 70

Life 1

Corporate 8

Associate 14

(5) *Mysore—*

*Office-bearers:*

President Shri S. Nijalingappa, Chief Minister, Mysore.

Chairman (Executive Committee) Shri K. Balachandran, Chief Secretary, Government of Mysore.

Hony. Secretary Shri S. Ramanathan, Deputy Development Commissioner, Government of Mysore.

*Membership:*

Ordinary	75
Life	3
Corporate	5
Associate	1

(6) Orissa—

*Office-bearers:*

President Dr. A. N. Khosla, Governor of Orissa.

Chairman (Executive Committee) Shri S. Tripathi, Chief Minister of Orissa.

Hony. Secretary Shri B. Venkataraman, Secretary, Home Department, Government of Orissa.

*Membership:*

Ordinary	60
Life	1
Corporate	4
Associate	1

(7) Punjab—

*Office-bearers:*

Patrons Shri Hafiz Mohd. Ibrahim, Governor of Punjab, and Shri Ram Kishan, Chief Minister, Punjab.

Chairman Shri Gyan Singh Kahlon, Chief Secretary, Government of Punjab.

Hony. Secretary Shri J. D. Sharma, Director of Public Instructions, Government of Punjab.

*Membership:*

Ordinary	89
Life	6
Corporate	5
Associate	13

(8) *Rajasthan—*

*Office-bearers:*

President	Dr. Sampurnanand, Governor of Rajasthan.
Chairman (Executive Committee)	Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.
Hony. Secretary	Shri K. L. Baraya, Principal, Officers Training School, Jaipur.

*Membership:*

Ordinary	75
Life	3
Corporate	7
Associate	10

(9) *U.P.—*

*Office-bearers:*

Chairman	Shri K. K. Dass, Chief Secretary, Government of U.P.
Hony. Secretary	Shri J. Gupta, Officer on Special Duty, Chief Secretary's Branch, Government of U.P.

*Membership:*

Ordinary	70
Life	4
Corporate	13
Associate	14

## LOCAL BRANCHES

### (1) Jammu-Srinagar—

#### *Office-bearers:*

Chairman Dr. N. Agha, Financial Commissioner, Government of Jammu & Kashmir.

Hony. Jt. Secretaries 1. Shri I. N. Dewan, Deputy Commissioner (Central), Jammu.  
2. Shri Abdul Aziz, Registrar, University of Jammu & Kashmir.

#### *Membership:*

Ordinary	39
Life	1
Corporate	3

### (2) Nagpur—

#### *Office-bearers:*

President Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.

Hony. Secretary Shri M. K. Deshmukh, Lecturer, Department of Public Administration, University of Nagpur, Nagpur.

#### *Membership:*

Ordinary	17
Life	1
Corporate	2
Associate	48

### (3) Patna—

#### *Office-bearers:*

Chairman Shri T. P. Singh, Chief Secretary, Government of Bihar.

Hony. Secretary Shri S. A. F. Abbas, Additional Secretary, River Valley Project Department, Government of Bihar.

*Membership:*

Ordinary	25
Life	3
Corporate	5
Associate	1

(4) *Poona*—

*Office-bearers:*

Chairman	Shri S. B. Dhavle
Hony. Secretary	Dr. N. R. Inamdar, Head of the Department of Public Administration and Politics, Poona University.

*Membership:*

Ordinary	25
Life	4
Corporate	2

(5) *Shillong*—

*Office-bearers:*

Chairman	Shri A. N. Kidwai, Chief Secretary, Government of Assam.
Hony. Secretary	Shri S. L. Khosla, Joint Secretary, Appointments, etc. Department, Government of Assam.

*Membership:*

Ordinary	14
Corporate	1

(6) *Trivandrum*—

*Office-bearers:*

Chairman	Shri N. M. Patnaik, Chief Secretary, Government of Kerala.
Hony. Secretary	Shri S. Prabhakaran Nair, Deputy Secretary to the Government of Kerala.

*Membership:*

Ordinary	35
Life	1
Corporate	3

(7) *Vallabh Vidyānagar*—

*Office-bearers:*

Chairman                      Shri H. M. Patel, Chairman, Charutar Vidyamandal, Vallabh Vidyānagar.

Hony. Secretary            Shri Hiren J. Pandya, Lecturer in Politics, Nalini and Arvind Arts College, Vallabh Vidyānagar, Anand.

*Membership:*

Ordinary	34
Life	2
Corporate	1

## THE INDIAN INSTITUTE OF PUBLIC

*Receipts and Payments Account for the Year from*

RECEIPTS	Rs.	P.	Rs.	P.
<b>Opening Balances as on 1.4.1964:</b>				
Cash in hand—Cash Book	774	58		
Cash in hand—Petty Cash Book	37	48		
The State Bank of India, New Delhi	1,00,480	02		
The United Commercial Bank Ltd., New Delhi	1,37,704	39		
Fixed Deposit with United Commercial Bank Ltd., New Delhi (Prize Fund Account)	2,761	83		
In Savings Bank Account	2,83,463	24		
In Current Account	69,689	60		
Call Deposits with Bank of Baroda Ltd., Delhi				
Stamps in hand	20	00	5,94,931	14
<b>PART 'A'</b>				
Grant received from the Government of India, Ministry of Finance (Recurring)			9,00,000	00
<b>Subscriptions :</b>				
Life Membership	5,000	00		
Ordinary Members	22,040	03		
Associate Members	816	50		
Corporate Members	17,510	00	45,366	53
<b>Rent received from :</b>				
Auditorium	10,687	08		
Residential Quarters	25,438	42		
Hostel	81,428	57		
Other Rents	14,638	91		
Sewage Charges	300	00	1,32,492	98
<b>Miscellaneous and other receipts :</b>				
Institute	13,931	04		
Fees etc. from School	8,910	00		
Other receipts from School	1,389	30		
File covers	108	00	24,338	34
<b>Deposits :</b>				
Annual Prizes (School)	54	09		
Security Deposits from Contractors	22,743	72	22,797	81
Carried over			17,19,926	80

## ADMINISTRATION, NEW DELHI

1st April, 1964 to 31st March, 1965

PAYMENTS	Rs.	P.	Rs.	P.
<b>PART 'A'</b>				
<b>Pay &amp; Allowances :</b>				
(a) Administration	1,60,179	99		
(b) Journal & Publications	35,356	91		
(c) Research	62,641	74		
(d) Library	73,114	02		
(e) Accounts	32,151	31		
(f) School & Teaching Staff	1,01,152	41		
(g) School & Hostel Staff	55,555	89		
(h) Medical Charges	12,753	07		
(i) Travelling Allowances :				
(i) Institute	2,516	67		
(ii) School	2,811	68		
(j) Leave Salary & Pension Contributions (including C.P.F. Contributions) :				
(i) Institute	27,922	03		
(ii) School	14,574	85	5,80,730	57
Gratuity (invested for Gratuity Reserve Fund in Fixed Deposit with State Bank of India)			10,000	00
<b>Scholarships &amp; Fellowships :</b>				
Student Scholarships	4,861	04		
Senior Fellowships	9,884	68		
Research Fellowships	6,596	48		
Junior Fellowships	18,699	92		
Teacher Scholarships	9,152	31		
Research Scholarships	4,382	69		
Visiting Professors & Lecturers	4,723	29	58,300	41
<b>Publications :</b>				
Periodicals	44,776	79		
Other Publications	17,976	19	62,752	98
<b>Research, Training &amp; Seminars :</b>				
Research & Study Group Projects	22,067	26		
Training & Refresher Courses	12,519	12		
Seminars & Conferences	1,116	32		
Conferences Abroad	10,697	48	46,400	18
<b>Honorarium :</b>				
Reporters	400	00		
Correspondents	8,250	00		
External Examiners (School)	901	15	9,551	15
Carried over			7,67,735	29

# RECEIPTS

Rs. P.

Rs. P.

Brought forward

17,19,926 80

Sale of Journal (including subscriptions) and other publications

25,272 24

Royalty from Sale of Books

5,046 51

Interest

161 53

Unpaid Salaries

2,152 54

Festival Advance

604 00

Suspense

192 56

Short-term Training/Refresher Courses

16,175 00

## PART 'B'

Ford Foundation 2nd Grant

4,63,125 00

Interest

11,040 85

Loss or gain by Exchange differences

1,968 62

## PART 'C'

Grant from Asia Foundation—1st Grant

40,000 00

Grant from Asia Foundation—2nd Grant (including Rs. 50,000 from the Govt. of India)

80,000 00

## PART 'D'

Receipt from Institute of Applied Manpower Research : for construction of Building

2,79,000 00

Retention money from Contractors for I.A.M.R. Building

24,949 89

## PART 'E'

Other Grants :

U.S. Aid Scholarships

32,938 55

Futuribles

24,951 86

Rockefeller Grant

19,813 40

U.S. Aid for Thailand Officers

750 00

EROPA Secretariat, Manila

2,371 69

Carried over

27,50,441 04

PAYMENTS	Rs.	P.	Rs.	P.
Brought forward			7,67,735	29
Library :				
(a) Books	48,963	26		
(b) Periodicals	24,437	75		
(c) Binding	6,819	00		
(d) Equipment	556	50		
	80,776	51		
Less : Net from Ford Foundation Supplementary Grant	15,098	96	65,675	55
General Charges Institute : (office expenses)				
Printing & Stationery	46,989	85		
Water & Electric Charges	42,974	34		
Rates & Taxes	20,960	95		
Amenities to Staff	480	00	1,11,405	14
Services and Supplies :				
Postage and Telegrams	17,416	32		
Telephones	9,296	87		
Motor Car Expenses	3,045	13		
Conveyances	3,960	93		
Liveries (Peons' Uniform)	6,482	89	40,202	14
Contingencies and Miscellaneous:				
Office Equipment	18,692	91		
Film Projector	181	50		
Furniture and Fixture	1,353	68		
Entertainment	1,789	85		
Honorarium to Auditors	1,250	00		
Bank Charges	192	03		
Advertisement	2,907	80		
Miscellaneous	16,647	35		
Furnishings	2,293	05		
Water Cooler	3,003	00	48,311	17
Meetings			11,367	83
Contributions to Regional Branches			14,185	00
Foreign Affiliations			1,377	50
General Charges School/Hostel			12,160	76
Maintenances of Building & Garden			66,169	75
Carried over			11,38,592	13

# RECEIPTS

Rs. P.

Rs. P.

Brought forward

27,50,441 04

Carried over

27,50,441 04

PAYMENTS	Rs.	P.	Rs.	P.
Brought forward			11,38,592	13
Advances :				
C. P. Fund	2	00		
Petty Imprest	187	60		
Travelling Allowance	1,219	79		
Conveyance Advance	10,161	00		
Postage Imprest	1,758	75		
Suspense	13	65	13,342	79
Deposits :				
(a) Library Deposits	100	00		
(b) P.A.O., WHS, Bombay	191	87	291	87
<b>PART 'B'</b>				
Expenditure from Ford Foundation (1st Grant) :				
Building Construction—				
Less : adjustment of Advances			11,142	92
Expenditure from Ford Foundation (2nd Grant):				
Reflective Training of Distt. Officers	3,56,189	97		
Research Programme :				
(i) Basic Research on Panchayati Raj	55,968	94		
(ii) Research in the Administrative History of India	35,592	46		
(iii) Case Study of Administrative Decisions	16,334	69		
Planning Project	23,448	91		
Technical Assistance Programme	4,306	38		
Administrative Support to School	58,961	44		
Library Development	17,288	96		
Fellowships for Institute Scholars	9,420	00		
Short Term Consultant	7,125	00	5,84,636	75
<b>PART 'C'</b>				
Expenditure met from Asia Foundation 1st Grant			40,854	63
Expenditure met from Asia Foundation IIInd Grant			38,822	24
<b>PART 'D'</b>				
Expenditure on Building for Institute of Applied Manpower Research			3,39,370	96
Carried over			21,67,054	29



P A Y M E N T S	Rs.    P.		Rs.    P.	
Brought forward			21,67,054	29
<b>PART 'E'</b>				
Quantitative Studies in Social Administration			2,975	81
U.S. Aid Scholarships			18,312	11
Rockefeller—Gokhale Project			6,360	76
U.S. Aid for Thailand Officers			48	50
U.N. EROPA Seminar			2,404	06
<b>Cash &amp; Bank Balances:</b>				
Cash in Hand—Cash Book			382	83
Cash in Hand—Petty Cash Book			37	48
Stamps in Hand			20	00
<b>First National City Bank, N.Y.</b>				
Savings Account	95,145	40		
Current Account	1,24,011	74	2,19,157	14
<b>State Bank of India, New Delhi—Current Account</b>			2,60,660	52
<b>United Commercial Bank Ltd., New Delhi</b>				
Current Account			70,151	62
Fixed Deposit (Prize Fund) with				
United Commercial Bank Ltd., New Delhi			2,875	92
<b>TOTAL</b>			27,50,441	04

S. RANGANATHAN  
Hony. Treasurer

J. N. KHOSLA  
Director & Ex-Officio Secretary

## THE INDIAN INSTITUTE OF PUBLIC

*Statement of Receipts and Payments during**(Showing utilisation of the Grant from the*

RECEIPTS	Rs.	P.	Rs.	P.
<b>Subscriptions:</b>				
Ordinary Members (including Life Members)	27,040	03		
Associate Members	816	50		
Corporate Members	17,510	00	45,366	53
<b>Rent Received:</b>				
Auditorium	10,687	08		
Residential Quarters	25,438	42		
Other Rents	14,638	91		
Sewage Charges	300	00		
Hostel Rent	81,428	57	1,32,492	98
School Fees & General Charges			9,790	00
Sale of Journal and other Publications (including subscriptions)			25,272	24
Royalty from Sale of Books			5,046	51
Interest			161	53
Refund of Conveyance Advance			13,931	04
Miscellaneous Receipts			517	30
Short Term Training & Refresher Courses			16,175	00
Grant from Government of India (Recurring)			9,00,000	00
Carried over			11,48,753	13

## VII (b)

## ADMINISTRATION, NEW DELHI

*the year from 1st April, 1965 to 31st March, 1965*

Government of India for 1964-65)

PAYMENTS	Rs.	P.	Rs.	P.
<b>Pay &amp; Allowances:</b>				
(a) Administration	1,60,179	99		
(b) Journal & Publication	35,356	91		
(c) Research	62,641	74		
(d) Library	73,114	02		
(e) Accounts	32,151	31		
(f) School & Teaching Staff	1,01,152	41		
(g) School & Hostel Staff	55,555	89		
(h) Medical Charges	12,753	07		
(i) Travelling Allowance:				
(i) Institute	2,516	67		
(ii) School	2,811	68		
(j) Leave Salary & Pension Contributions (including C.P.F. Contributions) :				
(i) Institute	27,922	03		
(ii) School	14,574	85	5,80,730	57
Gratuity (Invested for Gratuity Reserve Fund in Fixed Deposit with State Bank of India)			10,000	00
<b>Scholarships &amp; Fellowships:</b>				
Student Scholarships	4,861	04		
Senior Fellowships	9,884	68		
Junior Fellowships	18,699	92		
Teacher Scholarships	9,152	31		
Research Fellowships	6,596	48		
Research Scholarships	4,382	69		
Visiting Professors & Lecturers	4,723	29	58,300	41
<b>Publications:</b>				
Periodicals	44,776	79		
Other Publications	17,976	19	62,752	98
<b>Research, Training &amp; Seminars:</b>				
Research & Study Group Projects	22,067	26		
Training & Refresher Courses	12,519	12		
Seminars	1,116	32		
Conferences Abroad	10,697	48	46,400	18
Carried over			7,58,184	14



PAYMENTS	Rs.	P.	Rs.	P.
Brought forward			7,58,184	14
<b>Honorarium:</b>				
Reporters	400	00		
Correspondents	8,250	00		
External Examiners (School)	901	15	9,551	15
<b>Library :</b>				
(a) Books	48,963	26		
(b) Periodicals	24,437	75		
(c) Binding	6,819	00		
(d) Equipment	556	50		
	80,776	51		
Less : Met from Ford Foundation Supplementary Grant	15,098	96	65,677	55
<b>Office Expenses:</b>				
Rates & Taxes	20,960	95		
Printing & Stationery	46,989	85		
Water & Electric Charges	42,974	34		
Amenities to Staff	480	00		
Hostel & School	12,160	76	1,23,565	90
<b>Services &amp; Supplies:</b>				
Postage & Telegrams	17,416	32		
Telephones	9,296	87		
Conveyance	3,960	93		
Motor Car Expenses	3,045	13		
Liveries	6,482	89	40,202	14
Contingencies & Miscellaneous			48,311	17
Meetings			11,367	83
Contributions to Regional Branches			14,185	00
Foreign Affiliations			1,377	50
Maintenance of Building and Garden			66,169	75
Advances Recoverable—Conveyance Advance			10,161	00
<b>TOTAL</b>			11,48,753	13

S. RANGANATHAN  
Hony. Treasurer

J. N. KHOSLA  
Director & Ex-Officio Secretary

## APPENDIX

## THE INDIAN INSTITUTE OF

## Income &amp; Expenditure Account for the year

EXPENDITURE	Rs.	P.	Rs.	P.
<b>To pay &amp; Allowances:</b>				
Institute Office, Library, Research & Publication	3,77,560	20		
School Teaching Staff	1,01,081	83		
School & Hostel Staff	60,412	80	5,39,054	83
„ Travelling Allowance Institute	2,516	67		
„ Travelling Allowance School	2,811	68	5,328	35
„ Institute's Contribution to Provident Fund:				
Institute Staff	21,846	00		
School Staff	7,744	00	29,590	00
„ Leave Salary & Pension Contribution:				
Institute	6,076	03		
School	6,830	85	12,906	88
„ Gratuity Reserve Fund			10,000	00
„ Scholarships & Fellowships			58,300	41
„ Publications:				
Periodicals	46,883	54		
Other Publications	16,824	19	63,707	73
„ Research, Training & Seminars:				
Research & Study Groups	21,848	28		
Training & Refresher Courses	4,468	08		
Seminars	1,116	32		
Conferences Abroad	10,697	48	38,130	16
„ Honorarium:				
Reporters	400	00		
Correspondents	8,250	00		
External Examiners	901	15	9,551	15
Carried over			7,66,569	51

## VIII

## PUBLIC ADMINISTRATION

ended 31st March, 1965

INCOME	Rs.	P.	Rs.	P.
<b>By Subscriptions :</b>				
Ordinary Members	38,065	03		
Associate Members	816	50		
Corporate Members	20,135	00		
Transfer from Life Membership Capital Fund	2,450	30	61,466	83
<b>„ Rent Receipts :</b>				
Auditorium	11,901	68		
Residential Quarters	25,538	97		
Hostel	1,04,934	15		
Other Rents	14,638	91	1,57,013	71
<b>„ Subscription to and Sale of Journal</b>			5,322	05
<b>„ Sale of other Publications</b>			20,192	55
<b>„ Royalty on Publications</b>			2,758	45
<b>„ Fees etc. from School</b>			9,790	00
<b>„ Other Receipts from School</b>			509	30
<b>„ Interest</b>			161	53
<b>„ Miscellaneous Income</b>			16,199	66
<b>„ Purchases made out of Ford Foundation Grant No. II.</b>			17,288	96
<b>„ Grant Received from the Government of India for the year 1964-65</b>			9,00,000	00
<b>„ Transferred from Ford Foundation Grant No. II to meet relevant expenditure (per contra)</b>			6,03,961	29
<b>„ Excess of Expenditure over Income carried over to Balance Sheet</b>			74,044	89
Carried over			18,68,709	22

EXPENDITURE	Rs.	P.	Rs.	P.
Brought forward			7,66,569	51
<b>To Library:</b>				
News Papers & Periodicals	24,343	25		
Book Binding Charges	6,819	00	31,162	25
<b>„ General Charges Institute:</b>				
Printing & Stationery	34,709	45		
Water & Electric Charges	42,974	34		
Rates & Taxes	20,960	95		
Amenities to Staff	480	00	99,124	74
<b>„ Services &amp; Supplies:</b>				
Postage & Telegrams	19,398	66		
Telephones	10,396	87		
Motor Car Expenses	3,045	13		
Liveries	6,482	89		
Conveyance	3,960	93	43,284	48
<b>„ Contingencis &amp; Miscellaneous:</b>				
Entertainment	1,789	85		
Honorarium to Auditors	1,250	00		
Bank Charges	192	03		
Advertisement	2,907	80		
Miscellaneous	16,541	96		
Furnishings	2,293	05	24,974	69
<b>„ General Charges:</b>				
Institute	9,122	51		
School	3,052	25	12,174	76
<b>„ Meetings</b>			11,367	83
<b>„ Contributions to Regional Branches</b>			14,185	00
<b>„ Foreign Affiliations</b>			1,377	50
<b>„ Maintenance of Building &amp; Garden</b>			65,870	21
<b>„ Depreciation</b>			1,94,656	96
<b>„ Expenditure out of Supplementary Grant from Ford Foundation:</b>				
Reflective Training Programme	3,56,189	97		
Depth Study on Five Year Plan	27,099	79		
Panchayati Raj & Community Development	63,484	54		
Depth Study in Administrative Technical Assistance	4,631	38		
Administrative History of India	37,359	93		
Case Study	16,376	69		
Administrative Support to School	63,759	53		
Library Development	17,288	96		
Fellowships Abroad	10,645	50		
Short Term Consultant	7,125	00	6,03,961	29
<b>TOTAL</b>			18,68,709	22

INCOME	Rs. P.	Rs. P.
Brought forward		18,68,709 22
TOTAL		18,68,709 22

**S. RANGANATHAN**  
*Hony. Treasurer*

**J. N. KHOSLA**  
*Director & Ex-Officio Secretary*

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

*Balance Sheet as at*

Grants, Funds, Reserves and Liabilities	As Per Schedule	Rs. P.		Rs. P.	
Grants	'A'			5,04,393	84
Funds	'B'			40,68,167	30
Reserves & Surplus	'C'			3,24,098	68
Deposits					
Security Deposits from Contractors		73,278	83		
Other Deposits		2,250	00	75,528	83
Liabilities & Provisions	'D'			69,855	94
Receipt from I.A.M.R. for construction of Building				6,29,000	00
	TOTAL			56,71,044	59

*Examined and found correct.*  
S. VAIDYANATH AIYER & CO.  
*Chartered Accountants*

S. RANGANATHAN  
*Hony. Treasurer*

IX

## ADMINISTRATION, NEW DELHI

31st March, 1965

Assets	As per Schedule	Rs.	P.	Rs.	P.
<b>Fixed Assets</b>	<b>'E'</b>				
Gross Block at Cost		51,86,104	63		
Less : Depreciation written off upto date		9,33,699	55	42,52,405	08
<b>Current Assets, Loans and Advances</b>	<b>'F'</b>				
Stock of Paper, Stationery and Publications		39,059	07		
Sundry Debtors		98,578	83		
Cash & Bank Balances		5,92,631	86		
Advances		15,047	23		
Deposits		24,326	87	7,69,643	86
				6,48,995	65
<b>Expenditure on I.A.M.R. Building</b>	<b>TOTAL</b>			56,71,044	59

J. N. KHOSLA  
Director & Ex-officio Secretary

ASOKA MEHTA  
Chairman

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI  
Schedule 'A'

GRANT 1964-65

Source	Amount as per last Balance sheet		Receipts during the year		Total		Expenditure during the year		Balance	
	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.
Grant I from Ford Foundation	33,878	63	..	..	33,878	63	12,706	60	21,172	03
Grant II from Ford Foundation	4,85,948	45	4,74,477	35	9,60,425	80	6,03,961	29	3,56,464	51
Asia Foundation I Grant (includes Rs. 50,000 from the Government of India)	..	..	80,000	00	80,000	00	49,185	08	30,814	92
Asia Foundation Grant (for guide to Modern History)	26,210	64	40,000	00	66,210	64	38,984	70	27,225	94
EROPA Secretariat, Manila	952	39	2,371	69	3,324	08	4,076	32	(—)752	24*
(For social political trend in India)	6,525	85	33,263	50	39,789	35	8,311	64	31,477	71
Rockefeller Grant (Gokhale Project)	..	..	19,813	40	19,813	40	8,535	76	11,277	64
Grant from Ministry of Health	..	..	16,175	00	16,175	00	8,801	04	7,373	96
Grant from Ministry of Education	6,485	00	..	..	6,485	00	3,225	81	3,259	19
USAID Scholarships	..	..	32,938	55	32,938	55	18,312	11	14,626	44
USAID Mission for Thailand Officers	..	..	750	00	750	00	48	50	701	50
TOTAL	5,60,000	96	6,99,789	49	12,59,790	45	7,56,148	85	5,04,393	84
									(—)752	24

\*Taken to Schedule 'F'

Examined and found correct.  
S. VAIDYANATH AIYAR & CO.  
Chartered Accountants

S. RANGANATHAN  
Hon'y. Treasurer

J. N. KHOSLA  
Director & Ex-Officio Secretary

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'B'—Forming part of Balance Sheet as at 31st March, 1965*

FUNDS	Rs.	P.	Rs.	P.
<b>Life Membership Capital Fund:</b>				
As per last Balance Sheet	19,503	00		
Add : Life Membership fees received during the year	5,000	00		
	24,503	00		
Less : Adjusted to Income & Expenditure Account	2,450	30	22,052	70
<b>Building Fund:</b>				
As per last Balance Sheet	39,92,639	65		
Add : Transfer during the year	12,706	60	40,05,346	25
<b>Gratuity Reserve Fund:</b>				
As per last Balance Sheet	27,400	00		
Add : Amount provided during the year	10,000	00	37,400	00
<b>Annual School Prize Fund :</b>				
As per last Balance Sheet	3,314	26		
Add : Interest received during the year	114	09		
Add : Donations received during the year	40	00		
	3,468	35		
Less : Prizes given during the year	100	00	3,368	35
<b>TOTAL</b>			40,68,167	30

Examined and found correct.  
S. VAIDYANATH AIYAR & CO.  
*Chartered accountants*

S. RANGANATHAN  
*Hony. Treasurer*

J. N. KHOSLA  
*Director & Ex-Officio Secretary*

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'C'—Forming part of the Balance Sheet as at 31st March, 1965*

RESERVES & SURPLUS	Rs.	P.	Rs.	P.
<b>Reserve for Bad &amp; Doubtful Debts :</b>				
As per last Balance Sheet :	36,000	00		
Less : Irrecoverable Subscriptions written off	35,575	00	425	00
<b>Income &amp; Expenditure Account:</b>				
Excess of Income over Expenditure as per last Balance Sheet	3,97,718	57		
Less : Excess of Expenditure over Income for the year as per Account attached	74,044	89	3,23,673	68
<b>TOTAL</b>			3,24,098	68

**S. RANGANATHAN**

*Hony. Treasurer*

*Examined and found correct.*

**S. VAIDYANATH AIYAR & CO.**

*Chartered Accountants*

**J. N. KHOSLA**

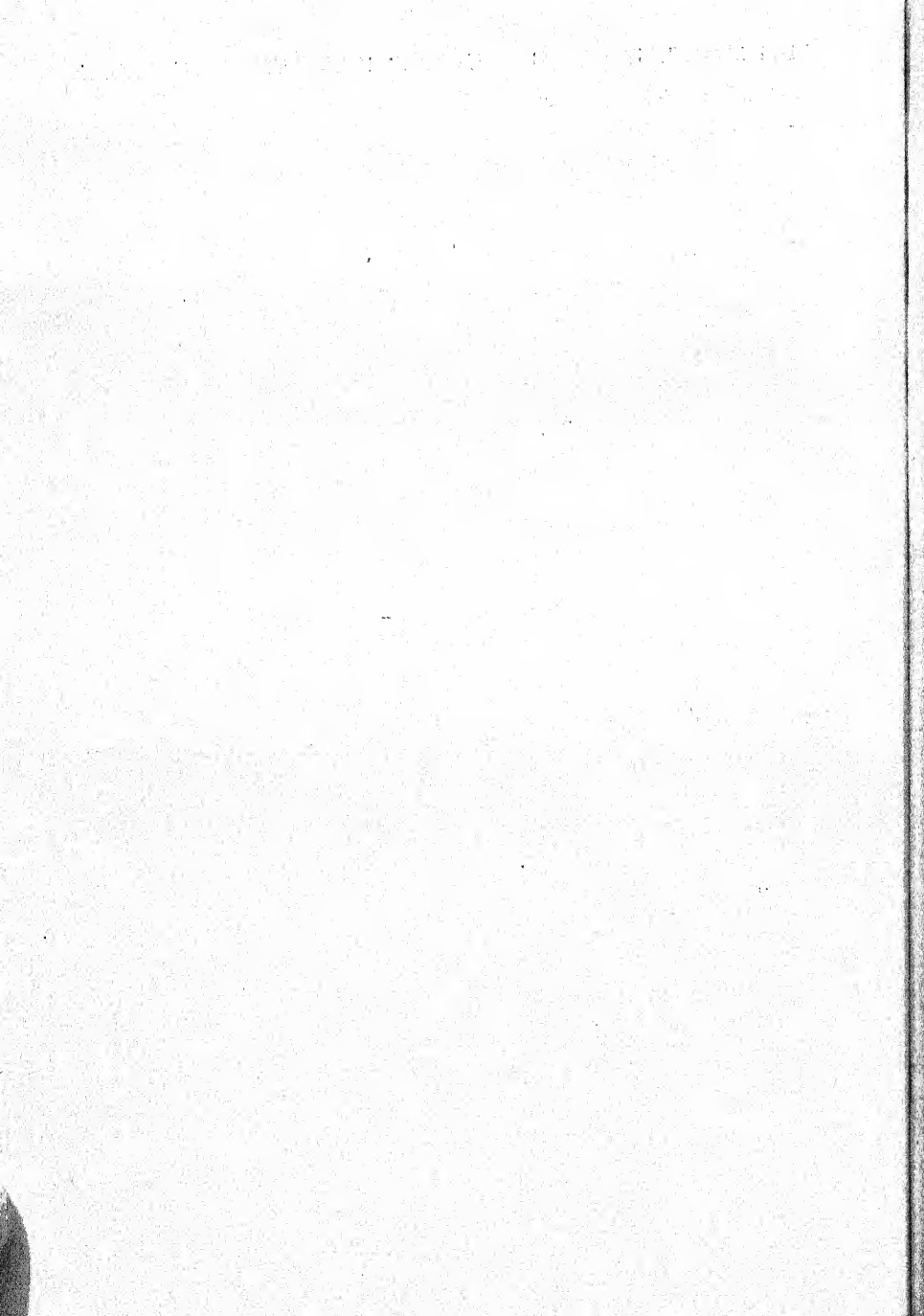
*Director and Ex-Officio Secretary*

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule : 'D'—Forming part of the Balance Sheet as at 31st March, 1965*

LIABILITIES & PROVISIONS	Rs.	P.
For Expenses	66,510	98
Unpaid Salaries	3,106	40
Insurance	39	26
Income Tax	153	30
Advance Subscriptions to Journal	42	00
Suspense	4	00
<b>TOTAL</b>	<b>69,855</b>	<b>94</b>

*Examined and found correct.* S. RANGANATHAN J. N. KHOSLA  
S. VAIDYANATH AIYAR & CO. Hony. Treasurer Director & Ex-Officio Secretary  
Chartered Accountants



# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming part of the Balance Sheet as at 31st March, 1965

## FIXED ASSETS

Sl. No.	Particulars	DEPRECIATION																
		Cost upto 31-3-1964		Additions during the year		Balance cost		Rate upto 31-3-1964	For the year		Total		Written down value as on 31-3-1965	Written down value as on 31-3-1964				
		Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.			
1.	Buildings	36,83,445	18	11,142	92	36,94,588	10	2½%	2,64,096	18	85,484	00	3,49,580	18	33,45,007	92	34,19,349	00
2.	Furniture & Fixtures : Purchases under non-project estimates Purchases since made under project estimates	57,654 3,09,194	53 47															
3.	Office Equipment	3,66,849	00	1,353	68	3,68,202	68	6%	87,496	73	16,785	00	1,04,281	73	2,63,920	95	2,79,352	27
4.	Library Equipment	1,41,042	74	18,692	91	1,59,735	65	15½%	48,944	78	12,629	00	61,573	78	98,161	87	92,097	96
5.	Air Conditioning Equipment	63,186	97	556	50	63,743	47	6%	7,263	00	..		7,263	00	56,480	47	55,923	97
6.	Water Coolers	54,804	83	..	..	54,804	83	15%	11,942	62	6,429	21	18,371	83	36,433	00	42,862	21
7.	Garden Equipment	14,209	89	3,003	00	17,212	89	15½%	6,809	89	1,110	00	7,919	89	9,293	00	7,400	00
8.	Sundry Equipment	1,196	84	..	..	1,196	84	15%	523	34	101	00	624	34	572	50	673	50
9.	Hostel Mess Equipment	403	05	..	..	403	05	6%	101	05	18	00	119	05	284	00	302	00
10.	Bicycles	467	06	..	..	467	06	6%	125	06	20	00	145	06	322	00	342	00
11.	Motor Car	1,351	37	..	..	1,351	37	15½%	576	37	116	25	692	62	658	75	775	00
12.	Organisation and Methods Equipment: (Ford Foundation Grant)	14,712	84	..	..	14,712	84	20%	5,610	84	1,820	00	7,430	84	7,282	00	9,102	00
13.	Library Books	8,123	50	..	..	8,123	50	15%	3,134	50	748	00	3,882	50	4,241	00	4,989	00
14.	Film Projector	6,50,839	82	48,963	26	6,99,803	08	15%	2,89,266	46	56,423	00	3,45,689	46	3,54,113	62	3,61,573	36
15.	Stage Equipment	71,006	23	181	50	71,187	73	15%	8,906	23	9,342	50	18,248	73	52,939	00	62,100	00
16.	Library Development	28,381	54	..	..	28,381	54	15%	4,257	54	3,619	00	7,876	54	20,505	00	24,124	00
	TOTAL	..	..	2,190	00	2,190	00	..	7,39,054	59	1,94,644	96	9,33,699	55	42,52,405	08	43,60,966	27

Examined and found correct.  
S. VAIDYANATH AIYAR & CO.  
Chartered Accountants

S. RANGANATHAN  
Hon'y. Treasurer

J. N. KHOSLA  
Director & Ex-Officio Secretary



# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'F'—Forming part of the Balance Sheet as at 31st March, 1965.*

CURRENT ASSETS	Rs.	P.	Rs.	P.
<b>Stock of Paper, Stationery and Publications</b> (At cost as certified by the Deputy Director)			39,059	07
<b>Sundry Debtors:</b> (Considered good, Except where otherwise stated)				
Subscriptions receivable	61,150	00		
Bills receivable	4,380	38		
Dues from Asia Publishing House	4,624	36		
<b>Rent outstanding:</b>				
For Staff Quarters	1,855	98		
Hostel	25,353	51		
Auditorium	1,214	60	98,578	83
<b>Cash &amp; Bank Balances</b>				
Cash in hand including imprest & postage	2,386	66		
Balances with Schedule Banks:				
In current accounts	3,30,812	14		
In deposit accounts:				
Prize Fund	2,875	92		
Prize Gratuity Fund	37,400	00		
Balances in Foreign Banks	2,19,157	14	5,92,631	86
<b>Advances:</b> (Accountable or Recoverable)				
Travelling Advance	1,439	79		
Staff Advances for Purchase of Conveyances	12,826	00		
Advance Recoverable	27	20		
C.P. Fund	2	00		
Recoverable from U.N. EROPA	752	24	15,047	23
<b>Deposits with:</b>				
Delhi Electric Supply Undertaking	7,720	00		
O. Y. T. Telephones	15,225	00		
Trunk Calls	200	00		
D.D.P.A. Authority	500	00		
Postmaster, New Delhi	100	00		
P.A.O., W.H.S.	191	87		
C.H.S.	390	00	24,326	87
<b>TOTAL</b>			7,69,643	86

**S. RANGANATHAN**  
*Hony. Treasurer*

**J. N. KHOSLA**  
*Director & Ex-Officio Secretary*

*Examined and found correct.*  
**S. VAIDYANATH AIYAR & CO.**  
*Chartered Accountants*

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC  
BUDGET ESTIMATES  
(RECURRING  
INSTITUTE

RECEIPTS

	Actuals 63-64	Budget 64-65	Revised Budget 64-65	Estimates 65-66
1. SUBSCRIPTIONS:				
(a) Ordinary Members	33,173	30,000	30,000	35,000
(b) Associate Members	972	1,000	1,000	1,000
2. CORPORATE MEMBERS:				
(a) State Governments	19,773	17,000	17,000	20,000
(b) Universities				
(c) Other Organisations				
3. SALE OF JOURNAL & OTHER PUBLICATIONS	12,430	12,000	14,000	15,000
4. ROYALTY	6,341	5,000	8,000	8,000
5. INTEREST	3,660	2,000	1,000	1,000
6. RENT FROM RESIDENTIAL QUARTERS INCLUDING SCHOOL STAFF	21,302	22,000	27,000	25,000
7. AUDITORIUM	8,632	3,000	11,000	12,000
8. MISCELLANEOUS RECEIPTS	35,702	14,000	16,000	1,000
9. ADVANCES RECOVERABLE	3,799	5,000	4,900	8,000
10. OTHER RENTS	16,100	7,000	9,000	10,000
<b>TOTAL</b>	<b>1,61,884</b>	<b>1,18,000</b>	<b>1,38,900</b>	<b>1,36,000</b>

X

## ADMINISTRATION, NEW DELHI

FOR 1965-66.

## PART 'A'

PAYMENTS				
	Actuals	Budget	Revised	Estimates
	63-64	64-65	Budget 64-65	65-66
1. PUBLICATIONS :				
(a) Periodicals	31,486	35,000	35,000	38,000
(b) Others	5,675	15,000	35,000	40,000
2. RESEARCH & STUDY GROUPS	28,448	42,000	35,500	50,000
3. CONTRIBUTION TO BRANCHES	12,405	10,000	12,000	12,000
4. HONORARIUM TO CORRESPONDENTS	8,476	9,000	9,000	9,000
5. FELLOWSHIPS IN INDIA	—	3,000	—	—
6. SEMINARS	4,520	5,000	3,000	5,000
7. MEETINGS	12,288	12,000	12,000	13,000
8. PAY & ALLOWANCES:				
(a) General Administrations	1,48,831	1,48,100	1,54,100	1,56,100
(b) Journal & Publications	38,500	44,400	33,500	49,500
(c) Research	68,951	1,24,800	70,300	1,26,100
(d) Library	70,110	72,300	71,000	83,200
(e) Accounts	25,268	28,800	31,600	31,200
(f) Travelling Allowance	1,750	5,000	5,000	5,000
(g) Medical Expenses	10,914	11,000	11,000	11,000
(h) (i) Leave Salary Pension Contribution	8,623	26,000	26,000	28,000
(ii) CPF Contribution	16,356	—	—	—
(i) Casual & Seasonal Posts	—	5,000	—	—
(j) Gratuity	27,400	10,000	10,000	12,000
9. OFFICE EXPENSES				
(a) Printing & Stationery	26,108	25,000	25,000	27,000
(b) Rent, Rates & Taxes	20,961	23,000	23,000	23,000
(c) Electric & Water Charges	28,584	35,000	45,800	45,000
(d) Services & Supplies	60,751	60,000	60,000	60,000
(e) Contingencies & Misce.	49,036	26,000	26,000	26,000
(f) Amenities	480	500	500	500
(g) Maintenance of Building, Garden & Repairs	73,915	60,000	60,000	63,000
10. LIBRARY:				
(a) Books	73,249	50,000	50,000	50,000
(b) Periodicals, Binding	20,221	—	—	20,000
(c) Equipment	33,051	20,000	20,000	—
11. CONFERENCES ABROAD	9,300	10,000	10,500	6,000
12. FOREIGN AFFILIATION	1,552	1,500	1,500	1,500
13. ADVANCES RECOVERABLE (CONVEYANCE ADVANCE)	1,053	8,000	13,500	8,000
14. HONORARIUM TO REPORTERS	400	1,000	1,000	1,000
TOTAL	9,18,662	9,26,400	8,90,800	10,05,100

## RECEIPTS

	Actuals 63-64	Budget 64-65	Revised Budget 64-65	Estimates 65-66
1. SCHOOL FEES	6,015	7,000	7,000	8,000
2. HOSTEL RENT	82,128	60,000	78,100	80,000
3. MISCELLANEOUS RECEIPTS	9,951	1,000	1,000	500
4. TRAINING & REFRESHER COURSES	3,450	10,000	10,000	20,000
5. GRANT-IN-AID FROM USAID FOR TEACHER'S SCHOLARSHIP			20,000	30,000
6. GRANT-IN-AID FROM PLANNING COMMISSION & CONDUCTING ORIENTATION COURSE ON DEVE- LOPMENT ADMINISTRATION				30,000
TOTAL	1,01,544	78,000	1,16,100	1,68,500
GRANT FROM GOVERNMENT OF INDIA	9,00,000	9,00,000	9,00,000	10,70,000
GRAND TOTAL	11,63,428	10,96,000	11,55,000	13,74,500

## PUBLIC ADMINISTRATION

## PAYMENTS

	Actuals 63-64	Budget 64-65	Revised Budget 64-65	Estimates 65-66
1. TEACHING STAFF	98,971	1,12,800	98,200	1,17,500
2. VISITING PROFESSORS & LECTURERS	5,830	14,000	4,000	4,000
3. OFFICE STAFF & HOSTEL STAFF	48,020	67,700	55,000	74,600
4. T.A., MEDICAL EXPENSES, LEAVE SALARY, PENSION CONTRIBUTION & CPF CONTRIBUTION	15,679	16,000	14,000	17,000
5. SCHOLARSHIPS:				
(a) Students (4)	3,000	4,800	5,000	9,000
(b) Teachers (3)	10,023	12,600	20,000	30,000
(c) Research (4)	10,792	12,600	12,500	12,000
6. OFFICE EXPENSES:				
(a) School & (b) Hostel	10,662	20,000	10,400	10,000
7. HONORARIUM TO EXTERNAL EXAMINERS	3,499	3,000	3,000	3,500
8. FELLOWSHIPS:				
(a) Senior Fellowship (4)	12,978	54,000	11,500	20,200
(b) Junior Fellowships (6)	16,664	21,000	20,600	21,600
9. TRAINING & REFRESHER COURSES	8,648	10,000	10,000	20,000
10. ORIENTATION COURSE ON DEVELOPMENT ADMINISTRATION	—	—	—	30,000
TOTAL	2,44,766	3,49,100	2,64,200	3,69,400
TOTAL INSTITUTE & SCHOOL	11,63,428	12,75,500	11,55,000	13,74,500
EMERGENCY CUT		—1,79,500		
GRAND TOTAL	11,63,428	10,96,000	11,55,000	13,74,500